



Nurturing NGO Capacity to Engage in Biodiversity Conservation
in the Eastern Mediterranean: assessing and increasing the
capacity of NGOs for the challenges of nature conservation

Amman, Jordan
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**MAVA Fundraising Training Regional Workshop
FINAL REPORT
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Submitted to

IUCN ROWA office /Regional Project Coordinator



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1- PARTICIPANTS

The participants belong to 4 countries: Lebanon, Jordan, Palestine Authority and Syria. They represented 7 NGOs and the Trainer, all from Lebanon; 5 NGOs and one ministry (Environment) from Palestine Authority; 11 NGOs, 1 Botanical Garden and 1 ministry (Environment) from Jordan. From IUCN-ROWA, Eng. Mr. Mufleh Abbadi and Mr. Saleh Azzam also heavily participated.

The following Table (1) shows the number of participants and gender/ country:

Country	Total # of participants	# of NGOs	# of Ministries	Sex M/F
Jordan	13	11	1	4/9
Lebanon	9	7	-	6/3
Syria	1	1	-	0/1
Palestine Authority	6	5	1	3/3
IUCN	2	-	-	2/0
Total	31	24	2	15/16

The list of participants with names and addresses is given in Annex 1.



2- OPENING SESSION & KEYNOTE PRESENTATION

Eng. Mr. Mufleh Abbadi, on behalf of ROWA-IUCN, introduced the Project MAVA that is entitled: "Nurturing NGO Capacity to Engage in Biodiversity Conservation in the Eastern Mediterranean: assessing and increasing the capacity of NGOs for the challenges of nature conservation". He stated that the project intends to improve the capacity of NGOs and local communities in the Eastern Mediterranean area for better and more efficient biodiversity conservation and for effective collaboration among communities of the project countries to elaborate national and regional conservation frameworks. Similarly, Eng. Mr. Mufleh noted that the project cares for the non-profit organizations that are asked to do more with less. He stressed that due to economic forces and competition for shrinking sources of funds, these non-profit organizations are struggling to survive. Both professionals in the non-profit sector and the dedicated volunteers who devote years to non-profit organizations are taking on the roles of fundraiser, often without appropriate training. Both of these groups would benefit from a rigorous and comprehensive training workshop in fundraising best practices with a focus on ethics. The ultimate gain will be non-profits that not only survive, but thrive to serve the needs of the NGO and the community. NGOs often get lost when they have to start planning to raise funds for their projects and programs. As soon as one project ends, they quickly need to look around for more funding to sustain their work. But funding may not be immediately available for them to grab it. Besides, with so much competition, it is not easy enough to get hold of the desired support from donors all the time. In order to counter such a situation, it is important for NGOs to find tools that they can use to learn how to raise funds and write grant proposals. This will be the task of Dr. Ghassan RAMADAN-JARADI to inform the participants about the fundraising toolbox and the project proposal writing.

Mr. Mufleh welcomed participants to Jordan and wished them every success in the meeting. He described the long and distinguished expertise of the Trainer Dr. Ghassan RAMADAN-JARADI, opened the meeting and asked the attendees to represent themselves. Dr. Jaradi added that while presenting themselves, it would be desired to know the mission of each NGO because a such knowledge assists the trainer in giving real examples during the training sessions.



Eng. Mufleh welcoming the attendees

3- THE WORKSHOP AGENDA

See Annex2

4- THE REPORT



DAY 1, SESSION1: OVERVIEW OF THE WORKSHOP GOALS AND OBJECTIVES AND RULES OF WORK

Dr. Jaradi introduced the objectives of the training sessions to the participants and explained the rules that are to be followed during the workshop. At the same time, he provided the explicit definitions for the terms “Fundraising” and “Income generation” and showed the main differences between them. Jaradi posed the question “Why we, as non profit organization, do fundraising”? The answer is to carry out the missions of NGOs. For this answer, he explained how to carry it out. Further he demonstrated through several examples that fundraising is not an art of begging but an art of teaching people the pleasure of giving.

Also in the first day and for the ease of understanding, Dr. Jaradi divided the workshop into two main sessions: Fundraising Toolbox & Fundraising through writing project proposals. During the sessions, Jaradi was keen that the training workshop will continuously focus on the objective oriented fundraising and its tools and techniques appropriate to the participating countries (Jordan, Lebanon, Palestine Authority and Syria).

DAY 1, SESSION2: TRAINING MATERIAL: FUNDRAISING TOOLBOX & PROJECTS WRITING

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The trainer explained how to prepare the first tool for the **TOOLBOX**, the **EXECUTIVE SUMMARY**. He stressed that the latter is a powerful, well written 2-3 pages summary that covers the essential points that convince a capital provider to read on and want to learn more. Typical explained headings of the executive summary are: NGO, Problem/Opportunity, Market size, Competition Decision, Market strategy, Team of work and Financing requirements. The second powerful toolbox is the **BUSINESS PLAN** which contains an Action plan, Risk analysis, Contingency plan and Appendices with detailed product information, marketing research data, environmental audits, financial projections, in addition to the headings indicated above for the Executive Summary. Dr. Jaradi indicated that the third powerful tool of fundraising is the **SLIDES DECK**, in which detail on any or all of the business plan points can be kept in hidden slides, available at the touch of a button in response to a potential investor's question.

Prior to writing project proposals there are **PRE-WRITING TASKS**, Jaradi added. For this purpose, he explained these tasks that are needs and case statement of the NGO.

As for the **PROJECT PROPOSAL WRITING (SEE TEMPLATE IN ANNEX 3)**, Jaradi insisted on giving the proposal a clear name with a 3-4 lines summary in order to get the attention of the audience, perhaps using a statement or statistic relevant to the project. He recommended providing a very brief outline of what the project is and what support is sought, plus a short line on the benefits/impact of the project. He indicated that potential funders should be able to determine from the summary alone whether the project is likely to be of interest.

The project approach includes description of what the project entails, with as little jargon as possible and without going into every detail. It should cover the following:

- Aims and objectives of the project, using an 'if...then' statement – eg if young people are taught about food and nutrition then we will have healthier and happier people and reduce obesity.
- Satisfy the need outlined in the previous section – ie how the challenge or problem will be met through this project. Use of positive language. Talking about what will happen when one receives the money and the impact it will make. This will help the funder feel confident that the NGO can make a difference.
- Measuring success – how the NGO and the funder will know that the aims and objectives have been met.
- Credentials – why NGOs are well placed to deliver the aims and objectives – eg skills, knowledge and experience. Use notable successes to date or append CVs of expert staff or partners assisting in delivery of the project.
- What support is being requested and why? – e.g. without \$1000000, the project aims and objectives cannot be delivered. How will the funds be spent? One should be specific and refer to tangible outputs and activities.
- Ask for a specific sum of money. If necessary, an NGO would say that it is seeking a contribution of \$x towards a total budget of \$y and that it hopes to raise the remainder from other sources which it specifies.
- Visualize the future – describe what the situation will look like if the audience does nothing and funding is not made available. For example, 'Without the

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funding we require, many young people will be left without the life skills to become self-sufficient and valued members of society.

- Reveal the positive consequence if funding is granted and the project goes ahead. Leave the audience with a call to action - specific things that they can do immediately to move the project forward and next steps to solve the problem.

From writing project proposals, the trainer shifted to “Tips for fundraising”. The latter were exhibited and explained. Briefly, they are (see also Annex 4):

1. Never Apply for a Grant Without Contacting the Foundation First.
2. Make Specific and Direct Asks for Money
3. Map Donations to Impact - people don't give because you have needs; they give because you meet needs. Donors don't want to hear how about the “bad” economy.... They want to know where their donation went the last time and if they give today, how their money will be spent.
4. Make Your Donation Button Shine – be online.
5. Create and Tap Your Social Network
6. Company Partnerships – seek company and media sponsorship
7. Apply for a Google Grant

DAY 1, SESSION 3: STRATEGIC APPROACH IN FUNDRAISING: POSITIONING, ENVIRONMENT ANALYSIS, OBJECTIVES AND RESOURCES & STEPS TO DEVELOP E-FUNDRAISING STRATEGY

DR. JARADI diagnosed the Strategic approach in Fundraising: Positioning, environment analysis, objectives and resources. After defining the Strategy and the Fundraising Strategy, he indicated the steps in fundraising: knowing the fundraising goal, who will fund, how we approach funders, who will fundraise and what are the timelines. Dr. jaradi finished this session with a guide related to the steps that should be followed in order to develop an e-funding strategy.

DAY 1, SESSION 4: IDENTIFICATION OF DONORS AND THEIR EXPECTATIONS

Identification of donors and their expectations: Institutional donors, private individuals including major donors, corporate, foundations, others

Dr. Jaradi provided the participants with a Donors' map (long list of multilateral, bilateral, and individuals) with names/organizations, interests, eligible beneficiaries, ceilings, and addresses.

DAY 2, SESSION 1: TRAINING ON HOW TO WRITE A PROJECT PROPOSAL

In the early morning of day 2, the trainer explained the differences between the various project proposals and projected the logical sequences of a project as shown right below:

ideas ➡ concept ➡ stakeholder analysis ➡ problem analysis ➡ objectives analysis ➡ project strategy ➡ logical framework ➡ roles and responsibilities ➡ resource inputs ➡ fundraising ➡ implementation ➡ monitoring and evaluation ➡ reporting.

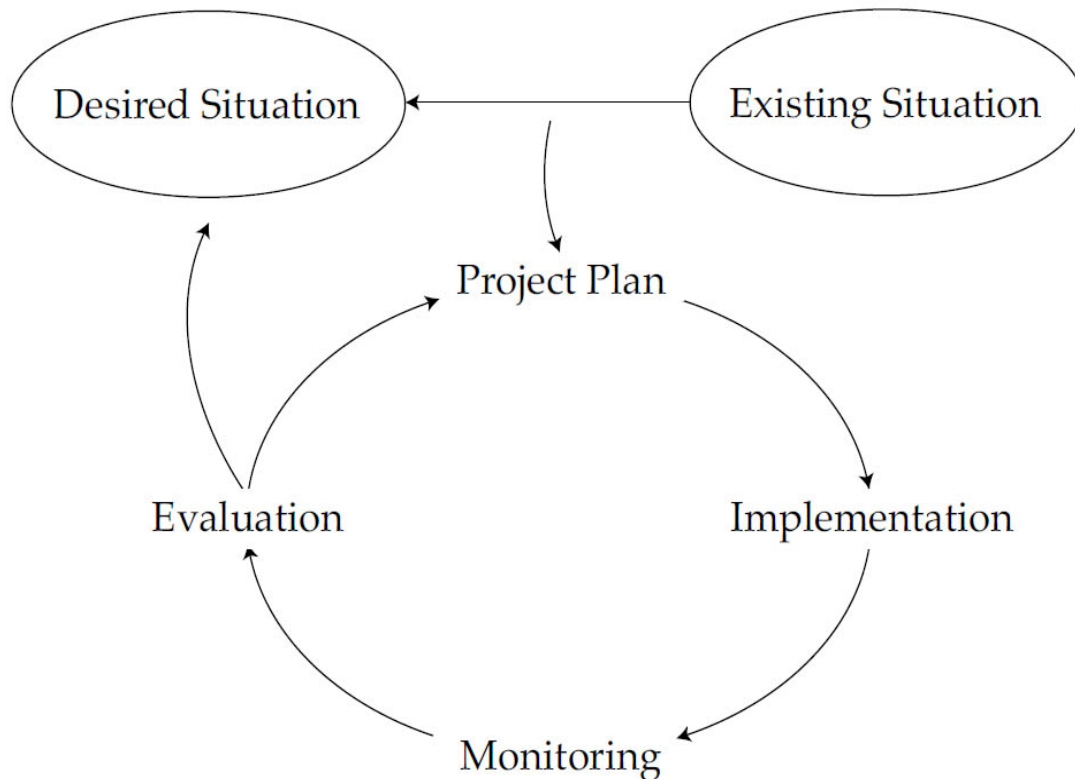
Dr. jaradi also showed a practical sequence for a project proposal as follows:

- Present situation ➡ Future situation.
- Strategic objectives and actions are needed for implementation.

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- Implementation monitored and results evaluated. If desired situation is reached the project is completed.
- If not the cycle will be repeated.

This second sequence is visualized as shown below:



The following headings were detailed to train attendees on project proposal writing:

- Why a Plan
- Identify your personality
- Relate your project to NBSAP
- Identify your team
- Analyze your team ability and risks using SWOT (SWOT analysis sample is given in Annex 5)
- 'Bottom up' versus 'top down': the two extremes of planning
- Identification of target groups
- Identification of stakeholders
- Prioritization of stakeholders (See Annex 6) after:
 - characterizing the major stakeholders
 - understanding their present and potential roles and responsibilities
 - understanding their interests, fears, problems and potentials
- Tree Problem (see Annex 7)
- Overall objective, Immediate objective (s), Outcomes, Outputs, Activities and tasks (All explained with enough details and understood by the participants).
- Time Table and its transparency.

DAY 2, SESSION2: TRAINING ON WRITING A JOINT PROJECT PROPOSAL IN COOPERATION WITH IUCN

The participants were asked by the Trainer to propose a title for a common and regional problem to be solved. Following the proposal of this title that is dynamically

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susceptible to changes, the participants attempted through an intensive brain storming session to identify a global goal for the project and a purpose (s) (immediate objective (s)) for it. Following a long positive discussion, the participants produced the following Logical Framework for a project entitled: onservation of economically important plant species indicators of climate change (see Table (2):

Project's Title: onservation of economically important plant species indicators of climate change			
	Objectively Verifiable Indicators (OVIs)	Means (Sources) of Verifications (MOVs)	Important Assumptions
Overall Goal Improve livelihoods of rural communities through sustainable nature conservation management	Change in rural household income by at least 20%, based on improved conservation and sustainable use of EIPS	Conservation Monitoring Reports produced. Project Monitoring and Evaluation Reports	
Objective1 Enhance sustainable nature conservation management in rural areas of West Asian IUCN region	-At least one National-level Strategy for Conservation of Eips has been developed and tested in each country by mid-year 4 of the project. -Implementation of this strategy begins late year 5 of the project. - Methodologies for the conservation of at least 5 EIPS have been developed, made available to stakeholders and tested by mid-year 5 of the project.	-Published national Strategy -Written documentation of the methods for <i>in situ</i> conservation developed or identified by the project is available. -Project Monitoring and Evaluation Reports	Country remain committed to <i>in situ</i> conservation of economically important medicinal and herbal plant species
Objective1 Decrease vulnerability of EIPS in face of climate change	At least 5 Eips species are well conserved and protected from climate change.	M/E report Published list of national threatened plant species	Limited awareness
Outcome 1 of O1 Developed national level strategy for sustainable nature conservation management			
OUTPUTS TO OUTCOME 1 (to be completed by the Trainer and sent to participants by emails through ROWA-IUCN).			
Example provided by participants of some ACTIVITIES to implement Outcome 1 in a logical sequence.			
-Undertake literature review of relevant documents			
-Assess the present situation of EIPS			
-Identify gaps in previous literature review			
-Conduct field work to verify the findings			
-Identify stakeholders			
-Conduct stakeholder analysis, including target groups			
-Establish an agenda to meet with the key stakeholders			
-Identify pilot sites of EIPS for conservation			
-Selection of target species for conservation and protection			

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Despite the incompleteness of the above exercise due to time constraints, the above table is considered by the Trainer as a logical framework that is a tool to define the project structure, testing its internal logic, formulating objectives in measurable terms, defining means and costs. On their turn, the participants see in this table an unexpected great achievement.

DAY 2, SESSION2: FP7 & ENPI

In this late session of day 2, the Trainer explained the Seventh Framework Program that is funded by EU and launched in 2007. FP7 has a total budget of EUR 55 billion for research and innovation. It has so far supported some 19,000 projects involving over 79,000 participants (universities, research organizations and businesses).

FP7 supports research projects with a total of more than 8 EUR billion per call.

Projects funded are open to organizations and businesses in all EU Member States, FP7 partner states and specifically eligible countries.

The calls target both innovation and a range of societal challenges, building a bridge to Horizon 2020, the next funding programme for EU research from 2014-2020.

The specific areas and topics supported include:

- climate change- industrial innovation - research training - sustainable growth in the marine sectors- technologies for urban areas - combating the threat of drug-resistant bacteria- innovative solutions for managing fresh water resources- efficiency in the processing of biological resources - safe food- bio-based products and processes - new approaches to delivering public services and public policy - sustainable, low-carbon urban environments; - energy supply and volatility- combating diseases of the brain - space debris and collision threats- post-disaster crisis management - information and communication technologies (ICT) in health-, material- and neuro-sciences and neuro-robotics- and more.

Similarly, Dr. Jaradi also explained the ENPI Programme: **ENPI is the financing instrument of the** European Neighbourhood Policy and its programme: "The multilateral cross-border cooperation "Mediterranean Sea Basin Programme". He mentioned that 37 projects were selected among almost 600 proposals submitted in the framework of the first call for standard projects launched in 2009. Promotion of new forms of tourism, innovative management of water at urban level, valorization of the Greco-Roman heritage, reinforcement of cooperation in the audiovisual sector are examples of projects done.

Dr. Jaradi indicated that the call for strategic projects, addressing six different topics, was closed in February 2012. The evaluation process led to the financing of 19 projects. The financed topics are: agro-food industry, sustainable tourism, integrated coastal zone management, water management, waste treatment and recycling, solar energy. Budget available is € 75.6 million. Among 50 proposals invited to participate in the second step of the strategic call, 19 projects have been selected for funding.

DAY 3, SESSION1: FUNDRAISING TOOLS REVIEW

Direct mailing, telemarketing, events, face-to-face, sponsorship, one-to-one...types of fundraising were explained to the participants with plenty of examples given.

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The trainer stressed that the Direct mailing is a form of direct marketing widely used by nonprofit organizations to recruit or "acquire" new donors or members and to inform, cultivate, re-solicit, and "upgrade" the level of their contributions or dues. The technique has been shown to work equally well. Its use is spreading quickly. In the direct mailing it is recommended to:

- Use an empty envelop with your address for replies
- Address the donor a thank you mail immediately

As per the Trainer, the Telemarketing is a method of direct marketing in which a salesperson solicits prospective customers to buy products or services, either over the phone or through a subsequent face to face or Web conferencing appointment scheduled during the call.

Doornock appeals (Face to face Marketing), highway collections and public auctions are all examples of fundraising activities.

Events are also types of fundraising like festivals, tree day, waterbird day, mountain day, etc. A form for seeking money from funders is given in Annex 7.

DAY 3, SESSION2: FINANCIAL MANAGEMENT FOR CONSERVATION

Dr. jaradi explained the Financial Management for conservation which covers topics such as budgeting, bookkeeping, internal controls, financial reports, year-end reporting, audits, payroll liability, credit cards, loans, and grant reporting. He believes that one should Trust but will need to verify.

DAY 3, SESSION3: HOW TO WRITE CONVINCING LETTERS OF INQUIRY (LOI)

LETTERS OF INQUIRY (LOI): This session targeted the **LOI** as a concept paper to attract donors. The trainer emphasized that the Letter of Inquiry or LOI is the first contact with a donor agency for raising funds for an NGO. LOI can be more relevant than a full proposal because if the Letter of Inquiry is found to be poorly written, no grant making organization will be interested to know anything about the NGO submitting a project.

So as a first contact point, it is very important to develop a brief, well-researched and compelling letter seeking funding partnership from the prospective donor. Most funding agencies prefer to receive an initial LOI or Letter of Inquiry from NGOs. They are never interested in accepting and reading full proposals. If one is straightaway sending a full proposal to a donor agency, it is referred to as an 'unsolicited proposal.' An 'unsolicited proposal' is a proposal that has not been solicited or requested by the donor agency, yet fund seekers end up sending it. An unsolicited proposal is never read and immediately rejected, jaradi said.

Donor agencies take interest in reading proposals if there is a proper approach for it. The proper approach is to send the Letter of Inquiry first and then if the donor shows interest in it and requests for the proposal, one can submit a 'solicited proposal.'

In general, a Letter of Inquiry should be brief and to-the-point with some basic information about the project and an indication of the budget. But along with that different donor agencies have different guidelines on the format, look and feel of the letter. It is best to read these guidelines carefully.

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PROJECT OUTLINES: Once again, this session described the project's outlines that treat the proposal as a Letter of Inquiry or as concept paper and show the following main headings which require:

- Expected long term results or impacts
- Contribution to Sustainable Development
- Contribution to Sustainable Conservation
- Sustainability of the project
- Duplicability
- Mainstreaming of the project
- The relation of the project to the country strategy
- The relation of the project to the CBD strategy
- Synergy & connection to other projects
- Funding requirements
- Projects developed/ implemented during the last 3, 5 and or last 10 years
- Action-plan and budget (income and expenses) development as it is now time to move from broad goals to Specific, Measurable, Achievable, Realistic, Time-determined (SMART) objectives.

BUDGET: EVERY PROJECT PROPOSAL SHOULD PREFERABLY HAVE A BUDGET BREAKDOWN WITH DETAILS ON THE EXPENDITURES UNDER SPECIFIC HEADINGS. THE EXAMPLE GIVEN BELOW IS THE PREFERRED BUDGET BREAKDOWN USED BY THE TRAINER.

Project Title			
DETAILED PRICE SCHEDULE (Period 2 months)			
Request for Proposals for Services			
Description of Activity/ Item	Staff	Monthly Rate \$	Estimated Amount \$
Code			
1	Remuneration		
1.1	Services in Home/ Office		
1.1.1	Sub-activities 1-5 Deliverables 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3, 2.4.1, 2.4.2, 2.4.3 and others	4500	9000
	Subtotal (1.1)	4500	9000
1.2	Services in workshops		
1.2.1	4 workshops x 2 days	1200	2400
	Subtotal (1.2)	1200	2400
	Total (1)	5700	11400

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DETAILED PRICE SCHEDULE				
Request for Proposals for Services				
Description of Activity/ Item Code	Staff	Monthly Rate \$	Estimated Amount \$	
2	Out of Pocket expenses			
2.1	Travel x 3		375	750
2.2	Per Diem Allownces	300 x 6 days	900	1800
2.3	Communications			
2.3.1	Tel/Fax/Internet	All	180	360
		Subtotal (2.3)	1455	2910
2.4	Reproduction and Reports			
2.4.1	Reports are included under Home/Office Services			
		Subtotal (2.4)	0	0
2.5	Equipment and other items			
2.5.1	Miscellaneous		250	500
		Subtotal (2.5)	250	500
		Total (2)	1705	3410
		Total (1)+(2)	7405	14810

DAY 3, SESSION4: DONOR'S FOLLOW UP & KEY PERFORMANCES INDICATORS

In this last session of the day 3, the Trainer Dr. Jaradi explains how the Donor's follow up consists of a follow up letter on a previous request for donation that is not answered yet. It reminds the reader about the subject; it tells him/her about progress from the time of the last request and thanks him/her in advance for the expected positive reply.

The trainer highlights the Key Performance Indicators and demonstrates that the latter are selected indicators for monitoring the performance of a strategic objective, outcome, or key result area important to the success of an activity and growth of the organization overall. KPIs make objectives quantifiable, providing visibility into the performance of individuals, teams, departments and organizations and enabling

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decision makers to take action in achieving the desired outcomes. Typically, KPIs are monitored and distributed in dashboards, scorecards and other forms of performance reports.

Dr. Jaradi indicates that KPIs should be used primarily for learning. The role of KPIs should be the one of providing the required information to assist in navigating towards the desired results. The same principle is used by ants, who leave pheromone trails to assist each other in navigating towards the food source.

Similarly, the nerve impulses travel through the different points of the nervous system, transmitting information. KPIs results should travel through the organization, facilitating communication, providing a base for analysis /synthesis and ultimately decision making across all levels of the organization, Jaradi added.

5- CLOSE OF MEETING

In the final session, Eng. Mufleh thanked all the participants and the staff of ROWA, namely Mr. Saleh Azzam for the logistic services he provided to the training workshop and the participants starting from booking their air-tickets to their return to their countries, including the excellent meeting facilities he supplied. Finally he thanked all the participants for their active contributions to the discussions.

Dr. Jaradi added that he would also thank the kingdom of Jordan for hosting the workshop, Dr. Saeed Shami, ROWA Acting Director for his support, Eng. Mufleh Abbadi for his various interests to bring the workshop to success, Eng. Saleh for his logistic support, and the participants for their wonderful cooperation and understanding. He expressed his satisfaction with the meeting and the feeling that progress had been made.

Mr. Eng. Mufleh then declared the meeting is closed as per the pre-scheduled setting.

6- DISTRIBUTED DURING THE MEETING

- 1- Three Power Point presentations (one per day)
- 2- Mapped Donors document including 66 multilateral, bilateral and individual donors.
- 3- Golden Fundraising Rules
- 4- Event-Proposal-Template
- 5- Project-Proposal-Template.

7- WORKSHOP EVALUATION

The following Evaluation Form was distributed to participants with the hope they will objectively answer the questions.

WORKSHOP EVALUATION FORM

Name of training: _____ Date: _____

1. What did you enjoy most about the workshop?

2. What did you learn during today's sessions that you anticipate using in your work?

3. Was there anything you did not understand during today's sessions? Please provide specific examples.

4. What is the most valuable thing you learned during the workshop (knowledge or skills)?

5. What other specific comments do you have?

Thank you.

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Evaluation Analysis

Evaluator	Q1	Q2	Q3	Q4	Q5	Q6
1	Budgeting	All	-	knowledge	V.G	-
2	Proposal Writing	Proposal Writing Budgeting	-	knowledge	V.G	Need more time
3	Fundraising subject	Fundraising subject	Skill writing	knowledge	Highly skilled Dr.	Need round table
4	Topic itself	Related to work	-	-	Good as Lecturer	-
5	Budgeting	Donor's interest	FP7	Donor's expectation	moderate	Workshop not on time
6	Interesting	Writing to donors	No	knowledge	V.G	-
7	Surely	All	No	knowledge	V.V.G	-
8	Meeting others	Basic Fundraising skills	-	Real life examples knowledge	Knowledgeable Modest presentation skills and time management	
9	Meeting others + topics	All	FP7 ENPI	Knowledge & Skills	Good Trainer Modest Time management skills	Need for more activities
10	Exchange of information	-	-	Knowledge & Skills	Good In need to follow integrated process to deliver info.	Need for 5 days training
11	Toolbox Donor's mapping	Sequence of writing proposal	Clear	Concept Donor's map	Excellent But didn't use the plan	Need more time to cover all items
12	Exchange of information	Fundraising Turnover Toolbox	-	Tip for fundraising Donor's identification	Big skills & exp. Need to explain more than he did	# level of trainees Most of examples from Lebanon Need for 6 days training
13	Generous manner of the Trainer	All	-	Clear steps in writing And triggering interest of donors...	Professional and knowledgeable and educated trainer	Looking for further training and working together
14	The way trainer shares his	Writing proposal, case statement, turnover,..	-	Understanding donor's thinking	Experienced, sincere & very interesting	-

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	experience				trainer	
15	Budgeting	How to convince donor	Policy priorities	Skills	Excellent trainer	-
16	LOI and Writing proposals	Toolbox Writing proposals Ethical behaviour	Ununder- stood things made crystal clear by trainer	All valuable	Highly qualified and experienced trainer	Everything was perfect
17	LOI and Fundraising tool	Proposal writing Log frame	-	Proposal writing clarity	Highly experienced, wise, patient & perfect trainer	-
18	General project writing suitable for # NGOs	Strategy of Fundraising, way to apply for funds, writing proposals	Complica- tion between outputs & outcomes	Understand donor behaviour and attraction	High level experience on donor's behavior	Need more time
19	Everything	Writing proposal Log frame Donor's map	Difficulties to keep up with the trainer due to lack of background	Can start writing proposals	Good but better as a lecturer	Need to have the training material in hand

From the above evaluation table it is clear that 19 out of 28 trainees responded to the questionnaire (Evaluation Form).

- All the respondents to **Q1** who answered the questionnaire explained their enjoyment with one or more and even all the topics covered.
- All the respondents to **Q2** who answered the questionnaire explained that they learned at least two or more tools, including writing proposals; anticipated in their work.
- Only two participants (5 & 9) who answered **Q3** expressed their desire to understand better FP7 & ENPI that represent highly placed projects on the fundraising learning scale. These two FP7 & ENPI require two days of explanation alone, whereas our role was to only introduce their concepts to the participants.
- Only one participant (15) who answered **Q3** couldn't understand the policy priorities intervention that was not given by the trainer or was not part of the fundraising training.
- Only two participants (18 & 19) who answered the **Q3** expressed their difficulties to keep up with the trainer due to the absence of a preconceived notion they have about Fundraising.
- Five respondents (1, 2, 3, 6 and 7) who answered the **Q4** learned new knowledge
- One respondent (15) who answered the **Q4** learned new skills
- Twelve respondents (5, 8-14, 16-19) who answered the **Q4** learned new skills and knowledge
- Thirteen respondents (1, 2, 3, 6, 7, 11, 12, 13, 14, 15, 16, 17 and 18) who answered the **Q5** indicated that the trainer is excellent or very good trainer

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- Two respondents (9 & 10) who answered the **Q5** indicated that the trainer is a good trainer
- Two respondents (5 & 8) who answered the **Q5** classified the trainer as a modest/moderate trainer
- Two respondents (4 & 19) who answered the **Q5** classified the trainer as a good lecturer.

Of interest is the fact that all the respondents of the last three categories (4, 5, 8, 9, 10 and 19) that classified the trainer as modest/moderate, good trainer or good but better as lecturer benefited all from the training workshop and acquired knowledge and skills to the extent that one of them became ready to write project proposal (19).

Only two respondents (8 and 9) noted that the trainer has moderate time management. This is more or less due to 1) the fact that in the first day we lost about 45 minutes because of the unexpected tour of self-representation, 2) the late arrival of the participants in the mornings (at 10.00 instead of 9.00) of the second and third days, and 3) the unexpected lecture of 45 minutes given during the second day by an external lecturer). Even though, the trainer managed to finish on time all essential sessions of the fundraising training.

Moreover, the column of the Q6 demonstrates that the majority of the trainees were unanimous that more time (4-6 days) is needed to satisfy their learning needs. Generally and statistically speaking, the training workshop achieved its objectives (To increase capacity in Fundraising and to enable carrying out the NGO mission) with a **rate of success equivalent to 81.60%**. This rate is obtained by dividing the average of the positive scores in the table above by the number of the scorers. That to say the scores of Q1=19/19, Q2=13/19, Q3=13/19, Q4=17/19, Q5=15/19 and Q6=16/19. Their average is 15.5. Divided by 19 scorers, the percentage is **81.60%** (Evaluation sheets are attached).

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8- Annexes

Annex 1: List of participants

Participants

#	Name	Organization	Email	Mobile	Sex
LEBANON					
1	Eng. Amer Haddad	Environment Protection	amer.haddad@yahoo.com	9613376828	M
2	Ms. Joelle Barakat	APJM	joelle.barakat@jabalmoussa.org	9613251524	F
3	Ms. Sara Mattar	Friends of Horsh Ehden	sara.matar@hotmail.com	9613513874	F
4	Dr. Ghassan Ramadan Jaradi	TRAINER	grjaradi@hotmail.com		M
5	Mr. Karim El Chaar	SPNL	karimshaar@gmail.com	9613773463	M
6	Mr. Zaher Redwan	Green Hand	greenhandorg@gmail.com	9613760844	M
7	Kamal Abou Assi	Shouf Cedar Reserve	kamal@shoufcedar.org	9613964495	M
8	Ms. Mirna Riman	Shouf Cedar Reserve	mirna@shoufcedar.org	9617193957	F
9	Mr. Tarek Ziad Talih	AFDC	talih@gmail.com	9613392292	M
PALESTINE					
10	Eng. Sami Daoud	PHG	sami@phg.org	599369193	M
11	Mr. Wa'el Abu Rmaileh	LRC	wael@lrcj.org	599646399	M
12	Ms. Rawan Awwad	Wildlife	awwad.r@gmail.com	972598950465	F
13	Ms. Samar Khalil	ARIJ	skhalil@arij.org	972592780986	F
14	Islam Nairoukh	UAWC	Islam-n@uawc-pal.org	970599257953	F
15	Mr. Bahjat Jabareen	Palestinian MOE	Bahjat76@yahoo.com	595444104	M
SYRIA					
16	Mrs. Hounada Sadat	SSCW	momhounada@yahoo.com	963944214208	F
JORDAN					
17	Ms. Mariam Jaja	APN	mariamjaajaa@gmail.com	962796927711	F
18	Ms. Eman Qabbani	JES	info@jess.org.jo	798405921	F
19	Eng. Mohammed Ayeshe	JSOF	Mayesh66@yahoo.com	777228957	M
20	Mr. Mohammed AlFaqieh	NCRD	F_mom79@yahoo.com		M
21	Ms. Maram Al-Kailani	Jerda	research@ireds.org		F
22	Suhaib Hamad	AWO	suhaibkamaiseh@hotmail.com		M
23	Mr. Mahmoud Al-Kharouf	JOHUD	Mahmoud.k@johud.org.jo	795907255	M
24	Mr. Hussein Shahn	MoEnv	Hussein_shhn@yahoo.com		M
25	Miss Hanan Al-Mfadi	Royal Botanic Garden	Hanan_mfady@yahoo.com	786287766	F
26	Ms. Rasha Beno	RSCN	pr@rscn.org.jo		F
27	Ms. Abeer Bilbeisi	JSCT	president@iscct.org	777612122	F
28	Ms. Reem Al-Zoubi	JSOF	Reemmho@yahoo.com	795044428	F
29	Ms. Hala Sharayri	JRF	h.alsharayri@irf.org.jo	795897143	F
IUCN-ROWA					
30	Mr. Mufleh Abbadi	IUCN	Mufleh.abbadi@iucn.org		M
31	Mr. Saleh Azzam	IUCN	Saleh.azzam@iucn.org		M

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**Annex 2: Workshop Agenda**

DAY1 (28/1/2013)	
9:00- 9:30	Registration
9:30- 9:45	Welcoming Message
9:45- 10.15	Overview of the workshop goals and objectives and rules of work.
10.15-10.45	Coffee Break
10.40- 12.40	Training Material: Fundraising Toolbox-Projects writing
12.40-13.00	Tips for fundraising
13.00- 14.00	Lunch
14.00- 15.00	Strategic approach in Fundraising: Positioning, environment analysis, objectives and resources
15.00-15.15	Coffee Break
15.15- 16.15	Identification of donors and their expectations: Institutional donors, private individuals including major donors, corporate, foundations, others
16.15	Closure of the first day meeting
DAY2 (29/1/2013)	
9.00- 10.50	Training on how to write a project proposal
10.50-11.10	Coffee Break
11.10-13.00	Training on writing a joint project proposal in cooperation with IUCN.
13.00-14.00	Lunch
14.00-15.00	Training on writing a joint project proposal in cooperation

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	with IUCN.
15:00- 15:15	Coffee break
15.15-16.15	FP7 & ENPI
16.15	Closure of the second day meeting

DAY3 (30/1/2013)	
9.00-10.00	Fundraising tools review (direct mailing, telemarketing, events, face-to-face, sponsorship, one-to-one...)
10:00- 10.20	Financial management for conservation
10.20- 10.40	Coffee break
10.40-11.00	Personalization and testing
11.00- 11.20	How to write convincing letters of inquiry (LOI)
11.20- 12.00	How to develop direct mailings concepts and grant proposals
12:00- 13:00	Action-plan and budget (income and expenses) development
13:00- 14.00	Lunch
14.00- 14.30	Donor's follow up
14.30- 15.00	Results analysis – Most common Key Performances Indicators
15.00- 15.15	Wrap up & closure

Annex 3: Project proposal template

Project Proposal Template

Prepared by: _____

Date: _____

Section A	Project Outline:
Project Rationale	You will place here project need for your business including background/context and why it require to be done
Project Purpose:	You will state overall reason for the project under project purpose heading
Project Goal:	What is the goal and end results of your project
Broad statement of Scope:	You will identify here what kind of work will be accomplished to complete your project successfully
Project Objectives:	Objectives of project will go under this heading
Anticipated Benefits:	Who will benefit, how they will benefit, what is the gain if the project is successfully completed are such points which will go under this heading
Key Success Factors:	Factors that will be used to determine the success of the project will be listed here
Quality Definition	Quality criteria against which the project will be measured goes here
Major Deliverables:	Key deliverables and route for achieving the project and specifying final outputs/deliverables from the project will be added under this heading
Estimated Timeframe:	State the timeframes estimated for project completion.
Estimated Budget:	State here estimation of budget which is required to complete your project
Constraints:	Constraints that can limit the project e.g. time cost, quality etc. will be described here
Assumptions:	Assumptions about the project will be described under this heading
Potential Risks:	Most serious potential risks will be identified here

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Section B	Structure/Personnel/Information Requirements
Project Structure/ Personnel	Outline here structure and personnel of your project
Information Requirements:	Reporting mechanisms and communication system which will be used will identified under this heading
Section C	Project Outline
Section D	Project Plan

Annex 4: Golden rules for fundraising

GOLDEN RULES (OR PERHAPS SILVER) FOR FUNDRAISING

Planning

- Don't do it alone: Get a group of motivated people (volunteers) to help you
- Plan & co-ordinate your fundraising activities
- Don't get yourself in a position that you might get accused of fraud: keep everything transparent in the group
- Keep the group updated on progress (how much you've got-how much you still need)

PROJECT

- ❖ Convince yourself of your own project
- ❖ Explain why donors should give to you and not to someone else (describe your aims & objectives, the disadvantages & advantages)

FUNDERS

- \$ Personal contacts work best: contact the one person responsible and stick with her/him
- \$ People give to people and not to organisations
- \$ Follow up on your actions: call the people you send letters
- \$ Use the language & words the donors use: adapt the description of your project to the funders

RETURN

- ↩ Thank people for their donations
- ↩ Give something in return for the contributions
- ↩ Motivate your fundraisers: keep them updated on the project

LAST BUT NOT LEAST

- 📖 Don't give up

Some CRAZY IDEAS (?) for fundraising

\$ sell home made postcards \$ sell your mum's cookies \$ babysitting \$ wash cars \$ write to companies for sponsoring \$ local charities \$ church / mosque \$ flea market \$ make loads of publicity \$ ask the local youth club or bar for a small contribution per drink sold (10 centimes per beer) \$ exchange fair for stamps or telephone cards \$ garage sale \$ auction of drawings \$ a party \$ lottery \$ concert \$ local authorities \$ contributions in kind \$ and many many more ...

Check out www.fund-raising.com for more...

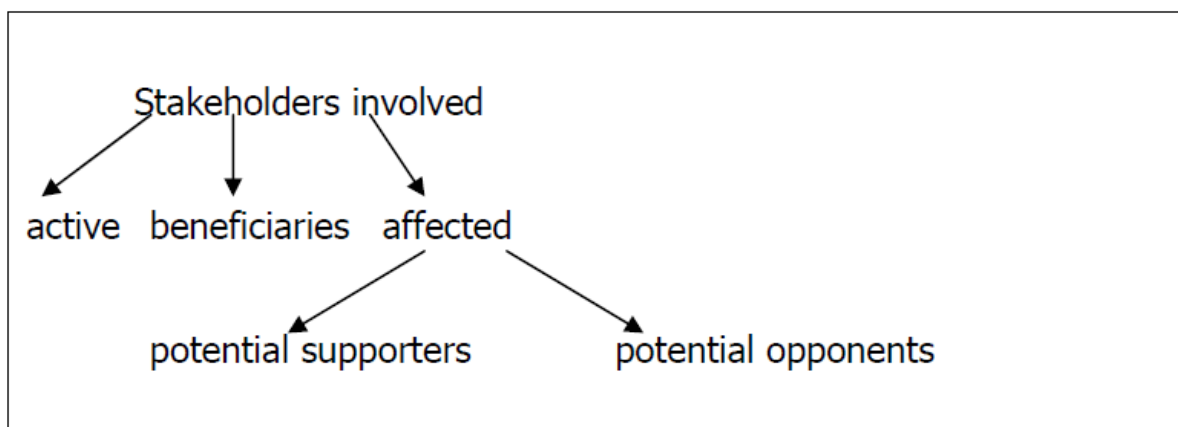
Annex 5: Example of SWOT Analysis (source BirdLife International)

<p>Strengths</p> <ul style="list-style-type: none">• We have six keen members who will work on the project for three months• Two of our members are trainee teachers• We are all resourceful people!• Two of us speak the national language• We visited the site last year	<p>Weaknesses</p> <ul style="list-style-type: none">• We are not politically powerful• We have only one ornithologist and no botanists• We have no members from the immediate area or anyone who can speak the local language• Most of the turtles will not be there at the season we can visit
<p>Opportunities</p> <ul style="list-style-type: none">• There is a well established protected area• Good contacts with government environment department• Education is big part of the regional development plan• A friend's brother owns a pet shop	<p>Threats</p> <ul style="list-style-type: none">• Taking on more than we can deliver• Accident or illness• We have raised only 5% of our budget and we should start in six weeks• A big international NGO is starting a conservation project in the region

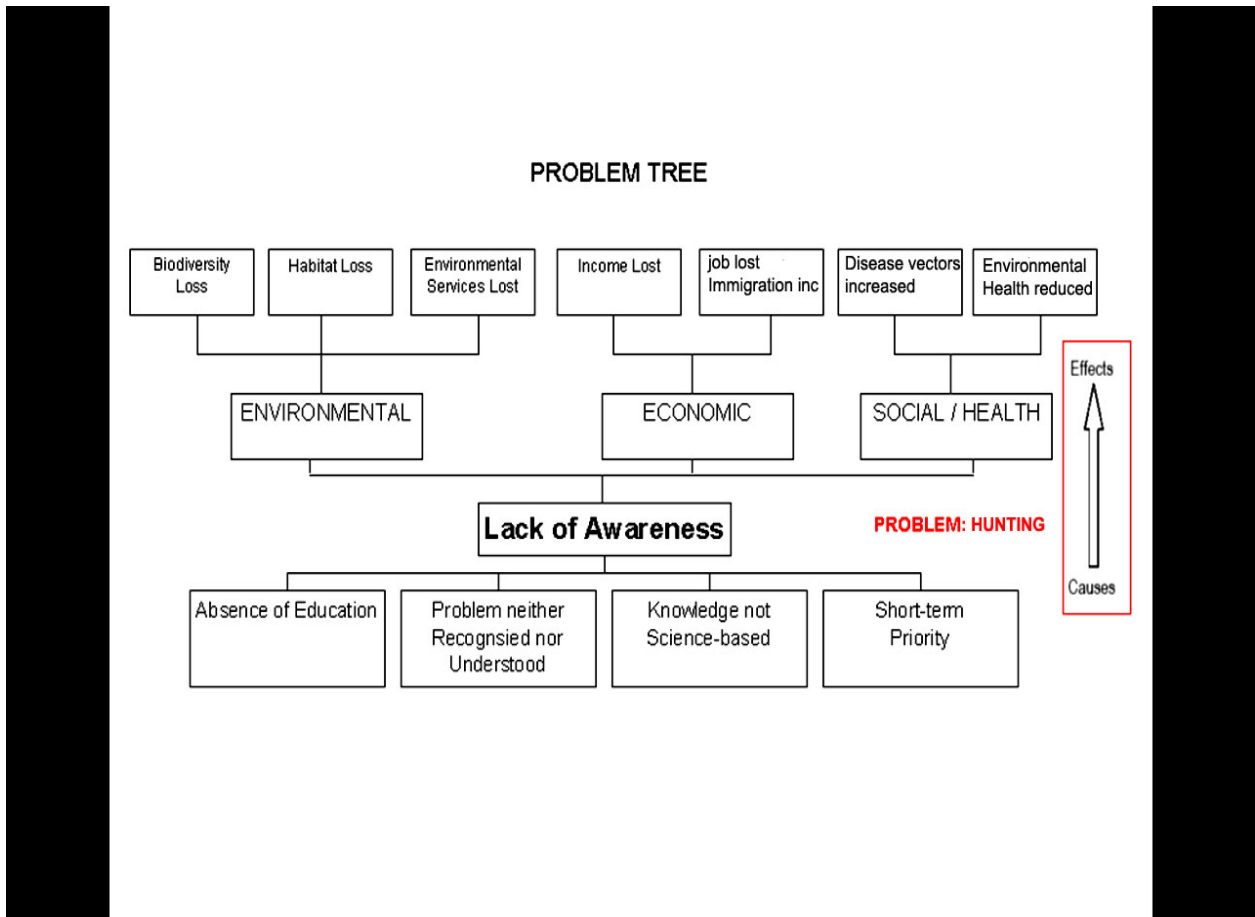
Annex 6: Prioritization of Stakeholders (source BirdLife International)

Stakeholder	Characteristics	Main interests	Impact on situation
Policy makers	Elected highly influential Temporary position	Satisfy needs of people, re-election	Support of farming communities, little awareness of conservation
Government conservation departments	Limited influence, experience on site conservation, well staffed, under-funded	Conservation of biodiversity	Limited awareness
National conservation NGOs	Highly motivated, lack of capacity and resources	Nature conservation	Monitoring of the problem, public awareness
Research scientists	University based, well trained, highly motivated	Improving knowledge, obtaining research funds	Research causes of population decline

Annex 6: Prioritization of Stakeholders (source GEF Logframe Approach [LFA])



Annex 7:



Event Proposal

[Event Title]

To,

_____ *[name of the sponsor to whom the proposal is being submitted]*
_____ *[proposed date of the event in DD/MM/YYYY format]*

Event outline:

_____ *[name of the event]*
_____ *[topic on which the event is based]*
_____ *[estimated duration of the event]*

Main Activities of Event

Budget Outlines

Total: _____ *[total cost]*

_____ **[Signature]**

Event Proposal Template