

Fundraising for Water Partnerships

June 2009

A PRACTICAL GUIDE

The Global Water Partnership vision is for a water secure world. Our mission is to support the sustainable development and management of water resources at all levels.

Global Water Partnership (GWP) is an international network created in 1996 to foster the implementation of integrated water resources management (IWRM): the coordinated development and management of water, land, and related resources by maximising economic and social welfare without compromising the sustainability of ecosystems and the environment.

The Network currently comprises 13 Regional Water Partnerships and 73 Country Water Partnerships, and includes 2,069 Partners located in 149 countries.

Introduction

In the Consulting Partners Meeting of 15-17 August 2008, the importance of fundraising throughout the Global Water Partnership (GWP) network was emphasised and the main message was *'just do it'*.

This manual¹ has been prepared to help the GWP network in its fundraising activities. It tries to answer frequently asked questions:

- **What is the vision of GWP with respect to funding of the Regional and Country Water Partnerships?**
- **What strategy should be followed in fundraising?**
- **What sources should a partnership look for?**
- **How should water partnerships first contact funding parties?**
- **What counts in terms of Regional and Country Water Partnerships' strengths and credentials?**
- **What are the elements of a practical fundraising strategy?**
- **Should funders have a permanent place within a water partnership?**
- **What is the best way to write a funding proposal?**
- **What happens if the proposal is not honoured?**
- **What can water partnerships expect from the GWPO Secretariat?**
- **What are some of the funding niches for GWP partners?**
- **Finally - what are some of the common problems to be avoided?**

Annex 1 gives suggestions for writing a good proposal. Annex 2 is an updated overview of possible funding resources.

This document is not exhaustive and is meant to be a living document - with new funding suggestions being added over time. We therefore ask you to help to keep the document dynamic by sending comments and suggestions - especially on new funding opportunities - to the GWPO Secretariat.

¹ This manual is an update of an earlier one published in 2004. GWP is grateful to MetaMeta, a research and consultancy firm in water governance, for preparing this material.

What is the vision of GWP with respect to funding of the Regional and Country Water Partnerships?

Building on-the-ground partnerships is one of the main objectives of GWP. And strengthening the GWP network is one of the Strategic Goals in the GWP Strategy 2009-2013. Our vision is that the Regional and Country Water Partnerships (RWPs and CWPs) will generate an important part of their own income in due time. In this way, GWP can be a family of financially autonomous partnerships - not one central breadwinner, which supports a large number of dependents.

This approach will allow water partnerships to mature and will help diversify the funding base of the partnerships as a whole. Several partnerships in the GWP network have already made impressive progress and can serve as a source of inspiration for others.

From the GWP Global Strategy 2009-2013

Outcome 4c

GWPO, RWPs and Country Water Partnerships access new and diverse sources of funding for GWP activities while increasing funding from traditional sources.

While working to expand the financial resource base at all levels through new and existing funding sources, the Partnership will enhance and diversify fundraising capacity at the regional and country levels.

To implement the 2009-2013 Strategy and achieve GWP's goals, more financial resources will be needed at all levels, and new sources of funding (with new ideas and solutions) accessed. It will also be important to maintain and increase funds from traditional sources.

In fundraising there are six Gs (see box). The most important one is to Get Going.

The Six Gs of Fundraising

- **Get a Map of Donors** - prepare an overview of possible sources of funding
- **Get Talking** - find out the priorities and angles of the different funding sources
- **Go Out to Meet** - establish contact with funding organisations and present the partnerships at their meetings. Get people from funding agencies to know the partnership by inviting them to partnership meetings and events, and including them in mailings
- **Get an Inventory** - prepare an overview of programme components that you would like to get funded or the support in kind that you would require
- **Get Back to the People** - remain in contact and keep funding agencies informed
- **Get Going!**

Source: M. Catley-Carson

What strategy should be followed in fundraising?

The important thing for a water partnership is to have a fundraising strategy in the first place. This strategy should include a clear analysis of which elements to fund and how to acquire funds. The earlier this is done, the better. There is too much at stake in fundraising - the financial survival of the programme and the organisation - to consider fundraising as only an add-on. Most large NGOs have acknowledged this and even employ professional fundraisers. In the case of partnerships, it may be useful to set aside part of the core capacity and funding for fundraising.

Putting in place a fundraising strategy requires decisions on:

- Who within the CWP or RWP takes care of fundraising?
- What are the ambition levels of the CWP and RWP? You may want to do a mental exercise and think through where you want to be three years from now and work your fundraising strategy backward from this.

- Who should be involved in fundraising? Should CWP and RWP ambassadors and other contacts raise the funds?
- What general approach should the partnership follow? In this case, there are two options: formulate your own plan and then find funders to support it; or engage yourselves in programmes developed and resourced by others.
- How varied should funding sources be? It is a good idea to have several funding sources and not make the partnership vulnerable by relying on only one or two funding agencies. On the other hand, too many small funders with their own requirements may make things hard to manage.

What sources should a partnership look for?

There are usually various sources of funding - ranging from support from national or local governments and the private sector or wealthy individuals, to the funds of donor agencies, embassies, foundations and organisations such as national lotteries. An important first step is to prepare an overview of these various funding sources, if not available already, and be on the lookout for calls for proposals. As a starting point, Annex 2 has an overview of funding resources - but there may be more in your region and country. The different funding sources will have their own priorities and criteria. It is important to find out how the requirements of your water partnerships fit with these.

Donors give money in order to implement their ideas, based on their analyses of a problem. If you propose something that falls within this framework, you qualify. Most donors have developed specific programmes, procedures to access their funds, and eligibility criteria. A good understanding of a donor's policy, focus and procedure is key to fundraising success and achieving this is an effective use of your time.

Support can be financial or contributions in kind (e.g. staff time, use of office space and other facilities). Several country partnerships have used such opportunities and are hosted by existing organisations. In a few cases,

partnerships were able to attract 'bids' from different host organisation candidates. This competition made the offers more attractive.

While host organisations can be very cost-effective in terms of administrative arrangements, it is important to make sure that the water partnership is seen as distinct from the host institute. In some cases, the host organisation arrangement may get in the way of local funding. A possible donor may not be able, administratively, to fund the organisation hosting the partnership so please check that the partnership's financial arrangements are clearly separate.

How should a water partnership first contact funding parties?

There are several funding parties - trusts, national programmes, international agencies, private companies, and citizen grants. They all have different ways in which they are best approached. Check among the more senior people within the water partnership whether they already have a contact.

In general, being introduced helps. For this you may request support from the GWPO, as GWP already has long-standing relations with the central level bodies of several funding agencies (see the following section on strengths and credentials). Similarly, a RWP may help a CWP and vice versa. In general, being part of one network is very important in making initial contact.

Apart from the funding organisations with which GWP has a long relationship, there are other sources that may be approached. But how to get in touch? Bilateral donors are usually represented through their embassies and consulates. Most donors make grants directly to the host government, but funding directly or through government channels to NGOs is also a growing trend. Find out whether the funding party is likely to fund a new player or whether they prefer to work with long-time partners only.

Some donors make large grants, but accessing this money can be slow as decisions are sometimes made elsewhere.

However, for small projects, foreign missions are a valued source of funding. Many embassies have smaller funds from which they make relatively fast grants. All relevant information regarding donor policy and programmes can be obtained from the respective foreign missions. Several funding agencies have websites that provide valuable information on their policies and programmes.

The same applies for other organisations - find out how they can be contacted and what their interests and priorities are. International private companies that support water programmes often work through their national branches. Development trusts are often approached centrally. For programmes funding specific activities, there are often coordinating offices. In all these cases, it helps to be proactive and prepared - so that you know what is coming - instead of waiting until you are invited to submit a proposal.

The next step is to get in touch with the funding parties - by meeting them or inviting them to events and meetings of the water partnership. Remember that large donations are rarely made without a face-to-face meeting. A first meeting should preferably not take place in a public space, where there are distractions. Also, make sure that the meeting does not degenerate into a blatant request for a donation. Instead, take time to explore common grounds and interests.

In discussing financial support it is very important to be clear on the type of support required and to have prepared a work programme with fundable components or an inventory of what you need. To secure funding it is important to keep close contact - to finalise the current financial support, but also to enable a new approach in the future.

What counts in terms of Regional and Country Water Partnerships' strengths and credentials?

Broadly speaking, as a Country Water Partnership or Regional Water Partnership you must be a non-profit legal entity, or be hosted by one, with a mandate to promote larger

public interest. Your credentials will be measured in terms of your:

- *Visibility* - broad public interest, many stakeholders and brand (GWP) identification. Also make sure that what you do gets noticed. The reputation of the GWP as a whole is an important asset in fundraising. When appropriate seek publicity and do not forget to give credit to your funder on those occasions.
- *Track record* - a crisp record of your past achievements, including results of past grants.
- *Engagement* - stronger and longer term relationships with donors, government and other key stakeholders.
- *Cost effectiveness* - a five star hotel image will hurt your interests and rightly so. Being cost effective is as important as fundraising, or even more so, as a cost-effective mode of working will help you attract the right people to work with.
- *Transparency and efficiency* - developing the capacity to efficiently handle funding is as important as the capacity to raise funds. In this respect, selecting host institutions that have well-established financial systems is important.

What are the elements of a practical fundraising strategy?

Cultivate your funders:

- 1) make a list of major donors in your country or region;
- 2) make a list of programmes and projects supported by donors in your country that are close to the work of your organisation;
- 3) invite key people to your meetings (take their pictures!);
- 4) send them greetings (e.g. on important national holidays), newsletters, brochures and other reports produced by your organisation;
- 5) keep in regular contact by letter, phone and email;
- 6) give credit/visibility to the donors in your reports and other physical outputs.

Once funded by a donor, don't just meet their expectations; exceed them. And provide timely reports and accounts under your agreement. Make sure that your administration is in order

too - and clearly separate expenditures using the financial support of a particular funder.

Meet the people: This strategy involves meeting with a prospective donor in a pre-arranged appointment and making a presentation on the work of your organisation. A prospective donor is defined as someone who:

- 1) has the ability to give a gift of the size you're asking for,
- 2) believes in the work you are doing, and
- 3) knows either the organisation or the person who is asking him or her for money. Seeking synergies with regional fora and being visible is very important.

Do your homework:

- 1) ask all major donors in your country to put your organisation on their mailing list for information on their programmes and projects;
- 2) visit donor websites;
- 3) attend donor meetings;
- 4) read donor procedures carefully;
- 5) prepare good proposals according to donor guidelines and format;
- 6) be clear about what you are asking for - let funders know how much you would like them to give you; and
- 7) don't ask for money for expensive capital items, such as vehicles!

Be selective: As in many things in life, 80 per cent of results will come from 20 per cent of efforts. Concentrate fundraising efforts where they will yield most.

Develop the relationship: The effort needed to find a new funder is large compared to the effort needed to develop a relationship with existing funders. It is quite common for a funder to start small - then see how the funds are being spent and assess the strength of the organisation, before more substantial cooperation is developed. In general, successful funding depends on the development of a long-term relationship with the funder.

Should the funders have a permanent place within a water partnership?

It is important to develop a strong and close 'partnership' with your main financial supporters. This may be done by keeping close and professional contact. Beyond this you may want to consider inviting some of your key funders onto a steering group or a special funders committee - as in the Financial Partners Group of the GWP. One may argue that this gives the funding agencies a large amount of influence over the water partnership. But it is also a way of creating a clear two-way relationship and a place to discuss financial issues and programme priorities, and at times brainstorm on funders' policies. A financial committee or support group is preferable to backroom discussions.

What is the best way to write a funding proposal?

Only good ideas make good funding proposals. But organisation and articulation are also important. Many donors have their own guidelines for writing proposals, so get hold of these as a first step. Preferably, your proposal should encapsulate prior informal discussion on the type and nature of funding support for a partnership programme. A few general points are:

- *Use convincing language.* Do not overindulge in describing the problems, but focus on the proposed activities and realistic outputs. Use words such as 'will' rather than 'may' or 'should'. Avoid sloppy presentation.
- *Ensure stakeholder participation.* Funding agencies prefer proposals that have come out of extensive dialogue and deliberation among stakeholders.
- *Highlight demand-driven aspects.* You must demonstrate that the project you are proposing has significant demand from the ultimate beneficiaries or agencies responsible for service delivery.
- *Highlight relevance and linkages.* The purpose or objectives of your proposal must be relevant to the policy goals of the donor, host government, and other global

initiatives. Examples include poverty eradication, sustainable management of natural resources, climate change adaptation, achievement of Millennium Development Goals (MDGs), good governance and gender equity.

- *Highlight implementation.* The expected outputs of the project must lead to some concrete action. One way to ensure this is to include implementing agencies in the project cycle, from conception to evaluation.
- *Ensure value for money.* The proposed project must be cost effective and add value in terms of achieving the stated goals of the donor and host country. Usually, cost sharing by local partners, either in cash or in kind is viewed both as an indication of demand, and value attached to the project.

Annex 1 has general tips on how to write a fundable proposal. Obviously every funding agency will have its own particular requirements. In some cases it may be useful to seek - if resources allow - some external support in writing a proposal, as this is a skill in itself.

What happens if the proposal is not successful?

When you get a reaction to your proposal, it will be one of the following:

1. Yes - for the amount requested.
2. Yes - for a lesser amount.
3. No - not at this time.
4. No - don't ever contact us again.

Obviously the first response is best, but the second is not too bad either.

If the contribution is less than you expected, do not show disappointment. Don't say: "...well in fact we were hoping for more than this". Do not ask for a 'justification'. Usually you must pick up the signals why it is less. Hope for a better deal next time.

When the answer is "no - not this time", it is still useful to be courteous and thank the funding agency for seriously considering the request. Try to find out whether there are

other opportunities in the future. If not, graciously give up. When the answer is "no - do not contact us ever again", you need to develop an understanding of the reasons behind this adamant refusal. You may want to phone and politely ask the reason - not to have a last 'go', but to find out whether there is something you should fix within the partnership.

What can water partnerships expect from the GWPO Secretariat?

As mentioned above, a cornerstone of the GWP Strategy is that the Country and Regional Water Partnerships become more self-financing. GWPO will help in this process, if required, by introducing the RWPs and CWPs to the offices of potential donors in the relevant country or region and preparing material for the meeting.

GWPO also intends to help strengthen the capacity of the RWPs and CWPs in fundraising and make sure that contacts, insider tips and 'leads' are widely shared throughout the network.

What are some of the funding niches for GWP partners?

Spot the gap. Large sectoral projects that involve more than one implementing agency offer opportunities for GWP partners to bid for a piece of the action. For instance, a large project funded by a multilateral bank to promote institutional reforms in the water sector in a particular country may have flexible funds to undertake, say, stakeholder or poverty analysis. The GWP partnership in that country can offer to do this from an integrated water resources management (IWRM) perspective, and thus add value to the original idea. In other cases, budget support provided to the water sector will need to be complemented by a neutral platform that brings different stakeholders together. Again a water partnership would be excellent in playing this role.

In other countries, national and state government have sources to support GWP activities. Such information can be found through personal and institutional contacts with local governments or with the ministry of planning, or its equivalent, that coordinates external funding. Keeping and updating a list of on-going and forthcoming projects and discretionary funds (and the timing of their future calls) together with contact persons is vital. Whenever there is a GWP event, you can invite key people to attend and make presentations on their programmes. Then follow this up with written inquiries and one-to-one meetings.

Find the hook. Some funders may not have a programme specifically for water, but may have other programmes under which the proposed activities of the CWP fall very well. One example is climate change adaptation or governance - some donors will as part of their climate change or good governance initiatives be interested in supporting local dialogues or pilots in these fields. Another example is educational programmes - approach these for awareness raising or capacity building.

Watch the year-end blues. Donors often have leftover funds at the end of their fiscal year, which more conscientious managers want to spend on worthy causes, rather than sending back to their head offices. Look out for this, but don't send a formal request for leftover funds.

Catch the mission funds. Most missions from the North have at their disposal small funds which they can process with few procedural hurdles. If you have already cultivated a relationship with a donor and have developed a rapport, you may be able to sell a good proposal to them quickly.

Small grants within loans. Many multilateral and bilateral donors extend sizeable loan funds to national governments for a variety of development activities. Often these credit-based projects have soft components that are contracted out to smaller entities, and funded through grants. If you have an idea and the requisite expertise to add value to such enterprises, you may be eligible for such grants.

Sub-contracting. National or international agencies that manage large projects may also offer opportunities for sub-contracting.

Meet your consortia or networks. Many like-minded donors have common funding strategies for clusters of countries and they like to channel funding through a regional network. These networks are crucial in accessing multi-year and multi-donor funding. The best policy would be to cultivate good relations with key people and institutions.

Finally - what are some of the common problems to be avoided?

- Don't send unsolicited funding proposals to donors.
- Avoid writing a lengthy proposal. Twenty pages is the upper limit; add annexes if you have to.
- Keep the operational budget to a minimum, and don't ask for vehicles.
- If the request is successful, do not forget to thank the funder.

Annex 1: Writing a Good Proposal

Below is an overview of the contents of a good proposal. Obviously the criteria and requirements of the funding agency will make it necessary to adjust the proposal.

PROJECT TITLE

The title should convey the area of work and reflect the purpose; a two-part title is recommended.

SUMMARY

Organisation making the funding request:

Name and address of the water partnership

Project Manager

Title and name:

Position:

Postal address:

Email:

Tel:

Fax:

Other Partners

Same format as above

ABSTRACT

Brief description of the project, summarising:

- Problem
- State of the art
- Purpose
- Expected outputs
- Key activities
- Impacts and beneficiaries
- Innovative features in design and implementation
- Key stakeholders' involvement.

TOTAL COST OF PROJECT

(total and donor contribution required)

DURATION OF PROJECT

(with start and finish dates)

DATE OF SUBMISSION

LOCATION OF PROJECT

BACKGROUND

- Development problem; give an idea of the magnitude of the problem and the utility of proposed project - but do not overdo the problem analysis
- What has been done by your organisation and others to address the problem?
- Lessons, conclusions drawn from past or ongoing work
- Hypotheses/propositions/questions
- Process that was followed in project design (read stakeholder participation)
- Links and mechanisms for creating synergies with other projects with similar goals.

GOAL

The higher order development goal: i.e. sustainable livelihoods, poverty reduction, environmental integrity, etc., in the context of GWP mission statements.

PROJECT PURPOSE

Please stick to one well-crafted statement of purpose, and not a series of objectives which often get confused with outputs and impacts (this is now the accepted norm); the project will have to achieve this purpose at its completion. Remember *SMART*: Simple, Measurable, Achievable, Realistic and Time-bound.

OUTPUTS

These are the expected research results or deliverable products. In their entirety, the outputs should be able to achieve the purpose of the project. Examples are new or synthesised knowledge on IWRM, policy options drafted, data sets, resource inventories and networks created, and new management instruments and analytical tools developed, all contributing to achieving the project purpose.

ACTIVITIES

Activities are case studies, surveys, experiments, training and workshops designed and implemented to produce the outputs. Ideally, there should be a cluster of activities behind each output. This is also the place to describe your implementation strategy.

	Progress Markers	Means of Verification	Assumptions
Objective:			
Goal:			
Outputs:			
Activities:			

ASSUMPTIONS

Describe the assumption and risks for the project and make sure that they are not of such a nature that they make the whole plan a gamble. In fact - having described goals, purposes, outputs, activities and assumptions allow one to build a framework. A standard format for a framework is given above. If you need more assistance it is best to contact the GWPO Secretariat.

BENEFICIARIES AND IMPACT

Explain how the outputs will contribute to addressing the development problem stated in the Background section. Describe both short- and long-term impacts (assuming outputs are adopted). This may include removal of a specific constraint, added and enhanced capacity of stakeholders, higher productivity, increased production, livelihood security, or resource conservation. Give a sense of the scale of impact.

IMPLEMENTATION AND MANAGEMENT

- Mention the lead coordinating agency
- Describe the comparative advantages and respective roles of all collaborating institutions
- Identify the locations of different components of the work
- Describe the policy and institutional environment within which the project will operate (demand for the proposed project and the ability and willingness of partners to adopt its outputs)
- Set specific milestones (planning workshop, inception report, annual progress reports, steering committee meeting, etc.)
- Prepare a Work Plan or Activity Chart with time lines.

DISSEMINATION STRATEGY

Steps that the project proposes to take to facilitate dissemination of results and action at various levels: policy, managerial, extension, etc. Describe the relationship of intermediaries with ultimate beneficiaries of the proposed project. Be creative and come up with realistic ways to do this. Champions are a new concept; informing the general public, relevant civil society organisations, and farmer groups may be another interesting option.

MONITORING

How to measure progress in project implementation. Progress markers are used to measure and verify implementation of the work plan and achievement of outputs.

BUDGET

- Total budget resources required for the project duration
- Contribution by GWPO and partners (in terms of cash, contributions in kind and complementary activities)
- Contribution requested from the donor
- Contribution(s) from other funding agencies.

The table on the following page is a possible template.

Items	Year 1	Year 2	Year 3	Total
Personnel				
Travel				
Operational costs				
Equipment				
Training				
Workshops				
Publications				
Overheads				
Consultancies				
Contingencies				
TOTALS				

Annex 2: Finding the Source

The overview presented here comes largely from secondary sources. The list of funding sources is not exhaustive but is meant to help partnerships make a start. We suggest you stay alert as new funding sources come up frequently, while others are closed down.

General contact addresses can be found by surfing to the homepages of the listed sites. Please note that not all the listed links, especially the more detailed ones, will stay active.

The table below gives an overview of the donor categories and general websites.

Donor Categories	Website/Comments
Official Development Assistance Agencies (Bilateral Programmes)	
AUSAID-Australia	http://www.usaid.gov.au
CIDA-Canada	http://www.acdi-cida.gc.ca
Danida	http://www.um.dk/da/menu/Udviklingspolitik
DFID-England	http://www.dfid.gov.uk
EU-European Union	http://ec.europa.eu/europeaid
BMZ-Germany	http://www.bmz.de/en
JICA-Japan	http://www.jica.go.jp/english
Lux Development-Luxembourg	http://www.lux-development.lu
DGIS-The Netherlands	http://www.minbuza.nl/en/home
AECI-Spain	http://www.aecid.es
SIDA-Sweden	http://www.sida.se
USAID-USA	http://www.usaid.gov
United Nations Agencies	
Food and Agriculture Organization (FAO)	http://www.fao.org
International Labour Organization (ILO)	http://www.ilo.org
United Nations Children's Fund (UNICEF)	http://www.unicef.org
United Nations Development Fund for Women (UNIFEM)	http://www.unifem.org
United Nations Development Programme (UNDP)	http://www.undp.org
United Nations Educational, Scientific and Cultural Organization (UNESCO)	http://www.unesco.org
United Nations Environment Programme (UNEP)	http://www.unep.org
United Nations Population Fund (UNFPA)	http://www.unfpa.org
World Health Organization (WHO)	http://www.who.int/en/

Donor Categories	Website/Comments
Multilateral Development Banks	
African Development Bank	http://www.afdb.org
Asian Development Bank	http://www.adb.org
European Bank for Reconstruction and Development	http://www.ebrd.com
Inter-American Development Bank	http://www.iadb.org
Japan Bank for International Cooperation	http://www.jbic.go.jp/en/
World Bank	http://www.worldbank.org
Global Corporations (Multinationals)	
E.g. Coca Cola, Rockefeller Foundation, Ford Foundation (United States), Unilever (the Netherlands)	Most global companies demonstrate their social responsibility by supporting projects in communities where they operate. See section on private sector funding below.
International Non-governmental Organisations	
AMREF	http://www.amref.org
CARE	http://www.careinternational.org
Oxfam	http://www.oxfam.org
Red Cross and Red Crescent	http://www.ifrc.org
WaterAid	http://www.wateraid.org
Country Sources	
E.g. govt. sources, local businesses, local independent foundations/trusts or charitable persons	In some countries lists are published of national foundations. Some links to published and online directories can be found below.

Donors from different categories are already involved or have been involved in different parts of the GWP in the recent past. For the most recent information on donors to GWP, please see the audited accounts of the GWPO, available on request from the Stockholm Secretariat.

The website or local offices of these funders will help you find out as much as possible on programmatic and geographical priorities, and application procedures. The GWPO Secretariat can help as well - with suggestions and contacts.

Resources for Funding

The following portals provide direct linkages to grantmaker websites on a regional, worldwide or thematic basis.

This approach will allow water partnerships to mature and will help diversify the funding

base of the partnerships as a whole. Several partnerships in the GWP network have already made impressive progress and can serve as a source of inspiration for others.

Africa and the Middle East

African Development Foundation

<http://www.africandevlopmentfoundation.org>

To promote goodwill and strengthen relationships between America and Africa through youth-oriented initiatives.

ArabNet

<http://www.arab.net>

Information on the Arab world in the Middle East and North Africa, useful in identifying multinational corporations active in the region.

Development Bank of South Africa

<http://www.dbsa.org>

Besides investing in infrastructure and facilitating infrastructural development finance, the bank's mandate also covers the "finance of sustainable development in partnership with the public and private sectors".

The New Partnership for Africa's Development - NEPAD

<http://www.nepad.org>

An holistic, comprehensive integrated strategic framework for the socio-economic development of Africa. It is a "plan developed by African leaders, a commitment that African leaders are making to African people and the international community, to place Africa on a path of sustainable growth". Priorities areas include water and sanitation, environment and human resources development. At this point in time, the partnership is still in an early stage of development, but is important for African water partnerships to follow.

NGONET

<http://www.ngo-net.org>

NGO-NET is a non-governmental organisation founded in 1998 and based in France. Its mission is to support non-governmental organisations (NGOs) and community-based organisations (CBOs), particularly in Africa.

Southern African Grantmakers Association

http://www.wingsweb.org/download/csv2_saga.pdf

Independent, voluntary non-profit organisations funding development projects.

United States African Development Foundation

<http://www.adf.gov>

An independent public corporation with a mandate to promote the participation of Africans in the economic and social development of their countries.

Africa and the Middle East *continued...***Water Research Fund for the Southern Africa Region - WARFSA**

<http://www.iwsd.co.zw> or admin@iwsd.co.zw

Research grants of US\$5000-50,000 for institutions in the Southern Africa Development Community (SADC) region. Focus areas are water use conservation, better use of rainfall, social/political issues and policy and legal issues. The fund is managed by the Institute of Water and Sanitation Development (IWSA).

Asia and the Pacific**Asia Philanthropy Information Network**

<http://www.asiapacificphilanthropy.org>

Asian Development Bank

<http://www.adb.org>

Provides detailed information on geographical and programmatic priorities and application procedures. For information on current projects by country and category, see:

<http://www.adb.org/projects>

Japan Foundation Centre

<http://www.jfc.or.jp>

League of Corporate Foundations

<http://www.lcf.org.ph>

Philanthropy Australia

<http://www.philanthropy.org.au>

Philanthropy New Zealand

<http://www.philanthropy.org.nz>

Philippine Business for Social Progress

<http://www.pbsp.org.ph>

Sampradaan Indian Centre for Philanthropy

<http://www.sampradaan.org>

Europe**European Union - CORDIS Community Research and Development Information Service. Framework Programme 7 (FP7)**

FP7 is a key tool to respond to Europe's needs in terms of jobs and competitiveness, and to maintain leadership in the global knowledge economy. Money made available will (for the most part) be spent on grants to research actors all over Europe and beyond, in order to co-finance research, technological development and demonstration projects. Grants are determined on the basis of calls for proposals and a peer review process, which are highly competitive.

To find the network contact point for your country visit: http://cordis.europa.eu/fp7/ncp_en.html

To keep up with the latest calls for proposals, you can subscribe to an email newsletter at:

<http://cordis.europa.eu/search/index.cfm?fuseaction=home.loginPage&return=fuseaction=qp.form>

European Union - Life+ and Life III

<http://ec.europa.eu/environment/life/funding/lifeplus.htm>

LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU, as well as in some candidate, acceding and neighbouring countries. Since 1992, LIFE has co-financed some 2,750 projects, contributing approximately €1.35 billion to the protection of the environment.

ICCO - Impulsis

<http://www.impulsis.nl>

A cooperative fund for small local initiatives, supporting projects in less developed/developing countries on education, water and sanitation, healthcare and other projects. If organisations outside the Netherlands wish to hand in a project proposal and request for financing, it is necessary to have a Dutch partner organisation to make the application. To know whether your project proposal meets the criteria of ICCO, either perform a 'quickscan' through the website or contact Impulsis through phone, email or letter.

UK Fundraising

<http://www.fundraising.co.uk>

Electronic fundraising resources for UK and European non-profit grant seekers.

Central and Eastern Europe

Caspian Environment Programme (CEP)

<http://www.caspianenvironment.org/cep.htm>

A regional programme developed for and by Littoral States, Azerbaijan, Iran, Kazakhstan, Russia and Turkmenistan. It aims to halt the deterioration of environmental conditions of the Caspian Sea and to promote sustainable development in the area. The Caspian Environment Programme (CEP) is funded by the international community through the Global Environment Facility (GEF), implemented by the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the World Bank; the European Union/Tacis; and the growing participation of the private sector. CEP will be fully implemented during its first four years. During these years, other projects may apply to be included under the CEP umbrella; decisions as to their inclusion will be made on a project-by-project basis.

Charity-Know-How

<http://www.charitynet.org>

An initiative of the British Foreign and Commonwealth Office, numerous charitable foundations, and other donors to provide technical assistance to organisations working in Central and Eastern Europe and the former Soviet Union.

Czech Donors Forum

<http://www.donorsforum.cz>

An association of Czech and foreign donors - private, government and corporate - whose members support the development of a civil society in the Czech Republic by encouraging philanthropy and supporting NGOs.

Directory of Funding Resources

<http://www.rec.org/REC/Databases/Funders/Default.html>

Covers Central and Eastern Europe: Bosnia, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Macedonia, Poland, Romania, Slovakia, Slovenia, Yugoslavia, UN Entity Kosovo, Russia, Ukraine, and Belarus. It funds environmental activities as well as providing support to environmental NGOs. It provides information and links to 164 different funding institutions in the fields of:

Central and Eastern Europe *continued...*

- advisory services
- cleaning actions/camps
- conferences/meetings
- education
- information dissemination
- lobbying/campaigning
- monitoring
- networking
- public meetings
- publishing
- research
- training

Requests for hard copies of the funding directory can be sent by email (see internet site)

European Bank for Reconstruction and Development (EBRD)

<http://www.ebrd.com/>

Provides detailed information on the EBRD's programmatic and geographic priorities in Eastern and Central Europe and the countries of the former Soviet Union.

Latin America and the Caribbean**Centre on Philanthropy**

<http://www.centreonphilanthropy.org>

The centre is the clearing house and database for trusts and foundations in Bermuda.

Centro Mexicano de Filantropia

<http://www.cemefi.org>

An association of Mexican foundations and trusts that promotes philanthropy in Mexico.

Inter-American Development Bank

<http://www.iadb.org>

Provides detailed information on the bank's geographic and programmatic priorities.

Inter-American Foundation

<http://www.iaf.gov>

Provides an overview of the foundation's work in the region to promote equitable, responsive and participatory self-help development and describes how IAF enters into partnerships with public- and private-sector entities to scale up support and mobilise local, national and international resources for grassroots development.

The Synergos Institute

<http://www.synergos.org/globalphilanthropy/database>

Maintains a searchable database containing profiles of over 120 foundations and grantmakers operating in Latin American countries.

Action Without Borders

<http://www.idealists.org>

Contains thousands of links to homepages of community-based NGOs, international NGOs, grass root organisations and international and country-specific donors in 130 countries. Using its search functions, you can find and add hyperlinks to the websites of numerous donors scattered all over the world.

ASN-Bank

<http://www.asnbank.nl/index.asp?NID=9451>

The ASN-Bank foundation aims to make funds available for sustainable initiatives in development cooperation and economic development.

Association of Voluntary Service Organisations (AVSO)

<http://www.avso.org>

Besides serving as a resource for recruiting volunteers to work overseas, the AVSO site provides a link to EU funding for youth and education.

The Bill & Melinda Gates Foundation

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

The foundation's Global Development Program covers agricultural development, financial services for the poor, policy and advocacy and special initiatives. The foundation also has a Global Health Program. Calls for proposal or letters of intent are frequently posted on the foundation's internet site. Alternatively, you can subscribe to a newsletter.

British Library for Development Studies

<http://blids.ids.ac.uk>

Provides access to detailed information on national/government aid agencies, regional aid agencies and development banks, the World Bank Group, United Nations agencies, NGOs as donors and other development aid sources.

Charity Village

<http://www.charityvillage.com/cv/ires/fund.asp>

A Canadian website that serves as an 'information kiosk' for both Canadian and international NGOs, providing links to online databases and directories of Canadian funding agencies, many of whom fund abroad.

The Coca-Cola Foundation

http://www.thecoca-colacompany.com/citizenship/foundation_guidelines.html

Coca Cola's philanthropic arm, the Coca Cola Foundation follows a 'recently renewed' strategy, which supports four pillars: water stewardship, healthy active lifestyles, community recycling, and education.

Water Stewardship

To support access to clean water and sanitation; watershed protection in water-stressed regions; utilisation of water for production or multiple use systems that do more than provide clean drinking water; and education and awareness programmes that promote water conservation within communities and industry.

Education

To support scholarships, school drop-out prevention, access to education programmes, and other education initiatives, as per the priorities of a local business unit.

DFID - Funding Programmes for Organisations

<http://www.dfid.gov.uk/funding>

Provides support to initiatives (partnerships) in or for developing countries. Its Challenge Funds are competitive to ensure public funds are used to best effect. It is up to the bidder to come up with a concept for evaluation by an independent panel. Detailed proposals are then invited from a shortlist, with cost-sharing grants awarded to initiatives that best meet the Fund's objectives.

One of DFID's Challenge Funds is the Small Grants Scheme, open to civil society organisations for activities that promote development, or maintain the economy or the welfare of people in territories outside the UK (local involvement is a must and regional DFID objectives must be adhered to). Applications should be made to British Embassies and British High Commissions within the relevant country.

Directory of Development Organisations

<http://www.devdir.org>

A very useful online guide to development banks, development agencies, micro-finance organisations, small enterprise development organisations, private sector organisations, and government ministries. For easy referencing, the directory has been divided into seven geographical sections: Africa, Asia and the Middle East, Central America and the Caribbean, Europe, Oceania, South America, and Canada and the USA, with the region/country contacts organised into nine categories of agencies.

European Commission

http://ec.europa.eu/index_en.htm

http://ec.europa.eu/dgs_en.htm

Since 1999, the European Commission has been organised into 36 departments, also known as the Commission's Directorate Generals (see internet site for an overview). Funding (external aid) is primarily provided through the EuropeAid Co-operation Office but also, to a lesser extent, through the Development and Environment Directorate Generals.

A. EuropeAid Co-operation Office

http://ec.europa.eu/europeaid/index_en.htm

Postal correspondence:

European Commission

EuropeAid H/5 L41 7/52

Rue de la Loi, 200

B-1049 Brussels

Email: EUROPEAID-info@ec.europa.eu

Headquarters:

EuropeAid H/5 (Inf. and Communication)

Rue de la Loi, 41 - 7/52

B-1040 Brussels

Tel: +32 (0)2 29 91111

Fax: +32 (0)2 29 96407

EU-AID implements the EC's external aid instruments. The overall objective of the EC programmes is to support actions aimed at promoting an inclusive and empowered society in partner countries. This includes reducing poverty in the context of sustainable development, pursuing the MDGs and other internationally agreed targets, and strengthening the capacity of civil society organisations and local authorities as a pre-condition for a more equitable, open and democratic society.

The EU-AID office is a department of the European Commission, responsible for the overall resources entrusted to it from the EC budget and the European Development Fund. The office comprises eight Directorates of which six are line Directorates (five managing programmes in specific regions and one managing an issue-based programme) and two are supporting Directorates. Each Directorate is divided into units for which the Directorate is responsible. Directorate F is especially of interest since it includes the units most relevant to IWRM: 'Co-financing with NGOs' and 'Environment'.

Besides contracts to provide services, supplies and works to beneficiary countries, external aid, in the form of grants, is also given for projects proposed by non-profit organisations. The intention is that projects will be selected for grants on the basis of calls for proposals. The publication of a call for proposals will indicate the relevant funding priorities of the EU, eligibility criteria and any other conditions for the award of a grant. The search facility on the website allows you to see current and expected calls for proposals (as well as those whose deadlines have now expired and information about grants which have been awarded as a result). Please note that these calls for proposals can be of a general nature and therefore may provide opportunities for funding national partnership activities. To use the search facility, go to <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1228222967952&do=publi.welcome&userlanguage=en>

B. Development Directorate General

'Support to NGOs' and 'water' are two of the most relevant sectors covered by the Development Directorate General. On the water webpage, reference is also made to the Global Water Partnership. Funds in these sectors are provided through budget lines set by the EuropeAid Directorate General.

Project proposals have to be submitted in conformity with a call for proposals normally issued on an annual basis. Any new initiative will be published on the Official Journal of the European Communities and/or on the search facility of the website. For more information regarding the types of operations which can be co-financed under the EC's budget lines for sustainable development, funding priorities, grantmaking criteria, project duration, deadlines, guidelines and application forms and procedures, see the Tips posted on the website of the European Non Governmental Organisations (EuroNGOs; <http://www.eurongos.org/Default.aspx?ID=1497>).

C. Environment Directorate General

An overview of the current funding opportunities available from this Directorate can be found at http://ec.europa.eu/environment/funding/intro_en.htm. General calls for proposals listed here as well as calls for proposals for other Directorates, can be found using the search facility. Since the calls are generally issued on an annual basis, it is important to plan a funding request accordingly. The website also provides lists of organisations that have received community funding in previous years under similar calls for proposals.

Besides general calls for proposals, a number of specific financial instruments are also listed on the website. LIFE is one of these instruments, involved in three major areas of action (click sub-menus under LIFE):

1. LIFE-Environment
2. LIFE-Nature
3. LIFE-Third Countries

Actions eligible for funding in Programme 3 include the 'promotion of sustainable development' a general objective for which national water partnership activities can be proposed.

Last but not least, take note of the general 'call for expressions of interest' that is listed on the website. A good example of a relevant call for expressions can be found here.

European Forum on International Cooperation

<http://www.oneworld.net>

Information on official and non-governmental donor agencies in Austria, Belgium, Denmark, France, Germany, Ireland, the Netherlands, Portugal, Spain, and the United Kingdom.

Ford Foundation

<http://www.fordfound.org/grants>

Has a broad focus for proposals, among others this includes community and environment development and education and scholarships. It is important to contact the local grant officers of the foundation to have initial contact. See Ford Foundation internet site.

Guidestar

<http://www.guidestar.org>

A gateway website that can be used to identify US-based donors interested in specific countries.

International Chamber of Commerce

<http://www.iccwbo.org>

A 'first stop' website for identifying companies located in any region of the world that could be approached for funding and collaboration.

International Development Research Centre (IDRC)

http://www.idrc.ca/en/ev-54473-201-1-DO_TOPIC.html

The IDRC funds research activities that are designed to directly benefit developing countries and their citizens. IDRC has programme officers in various countries and it is necessary to contact an officer working in the most relevant IDRC programme area early on in your deliberations to ensure closeness of fit between your area of interest and IDRC's programme priorities. IDRC has, for instance, funding programmes on climate change adaptation and urban sanitation.

International Fund for Agricultural Development (IFAD) - Grant Financing

<http://www.ifad.org/operations/grants/index.htm>

The two strategic objectives of the grant programme, representing priority areas for IFAD's regular grant resources, are:

- (a) promoting pro-poor research on innovative approaches and technological options to enhance field-level impact; and
- (b) building the pro-poor capacities of partner institutions, including CBOs and NGOs.

The new IFAD policy has created two categories of grants: global and regional, and country-specific.

National Endowment for Democracy

<http://www.ned.org>

A portal to over 10 donors worldwide that fund projects dealing with human rights, democracy building and conflict resolution.

Rockefeller Brothers Fund

<http://www.rbf.org>

A philanthropic organisation dedicated to promoting the well-being of all people in the transition to global interdependence. The Sustainable Development Program seems to be most relevant to water partnerships. See:

http://www.rbf.org/programs/programs_show.htm?doc_id=472517

Rockefeller Foundation

<http://www.rockfound.org>

The foundation aims to contribute to the renewal of the African continent by strengthening human and institutional capacity through providing critical information that will promote effective policies and programmes to improve the lives and livelihoods of the poor. For an overview of the programme and links to regional offices, see the website. Reference to water-related funding is made in the discussion of the cross-cutting theme 'global inclusion' and in the foundation's Regional and Special Programs.

Organisations interested in Foundation grantmaking should send a letter of inquiry addressed to the director of the subject area of interest, Rockefeller Foundation, 420 Fifth Avenue, New York, N.Y. 10018, or, inquiries can be sent online as follows: Food Security - food@rockfound.org or Global Inclusion - global@rockfound.org. An inquiry should briefly describe the project and its purpose and should include no attachments.

United Nations Development Programme

<http://www.undp.org>

Detailed information on UNDP's geographical and programmatic priorities.

United Nations Non-Governmental Liaison Service (NGLS)

<http://www.un-ngls.org>

The UN agency responsible for coordinating dialogue and cooperation between the UN system and NGOs, including a list of numbers for NGO liaison officers at the various divisions of the UN headquarters in New York.

United States Agency for International Development (USAID)

<http://www.usaid.gov>

Provides detailed information on each of the agency's programmatic and geographical priorities and application procedures.

WINGS

<http://www.wingsweb.org>

Maintained by the Council of Foundations, WINGS provides numerous hyperlinks to national and regional grantmaking associations, donor consortia, advisory groups and organisations providing specialised services to grantmakers in specific countries throughout the world.

World Bank NGO and Civil Society Unit

<http://www.worldbank.org/ngos>

Provides extensive information on how NGOs and civil society organisations can work in partnership with the World Bank, linkages to the Bank's priority themes and issues, policies and guidelines for working with the NGO sector and contact information for key staff.

Capacity Building**Partnership for Capacity Building in Africa (PACT)**

<http://www.acbf-pact.org>

PACT provides funding to strengthen institutions to address the problem of inadequate capacity for development in sub-Saharan Africa; and to improve public sector organisations and their interface with the private sector and civil society to enhance good governance and sustainable development. Eligible applicants include African NGOs, governments, and private sector organisations in public-private-civil society partnerships.

Global Environment Facility (GEF) Special Climate Change Fund (SCCF)

<http://gefweb.org>

The Special Climate Change Fund (SCCF) was established to finance activities, programmes and measures relating to climate change that are complementary to those funded by the climate change focal area of the GEF and by bilateral and multilateral funding. Funds are available for work on climate change adaptation, transfer of technologies, energy, transport, industry, agriculture, forestry, waste management, and activities to assist developing countries whose economies are highly dependent on income generated from the production, processing, and export or on consumption of fossil fuels and associated energy-intensive products. Least developed countries which have established a National Adaptation Plan of Action (NAPA) can apply by contacting an implementing or executing Agency of the GEF (UNDP, UNEP or the World Bank). The implementing agency will facilitate the process of submitting the project and accessing the funds.

Global Environment Facility Least Developed Countries Fund (LDCF)

The LDCF was designed to support projects addressing the urgent and immediate adaptation needs of the least developed countries (LDCs) as identified by their NAPAs. The rationale for establishing the LDCF rests on the low capacity and high vulnerability of LDCs, which renders them in need of immediate and urgent support to start adapting to the current and projected adverse effects of climate change. NAPAs propose activities whose further delay could increase vulnerability or lead to increased costs at a later stage.

International Development Research Centre (IDRC)

<http://www.idrc.ca>

The Climate Change Adaptation in Africa (CCAA) research and capacity development programme aims to improve the capacity of African countries to adapt to climate change in ways that benefit the most vulnerable. Building on existing initiatives and past experience, the CCAA programme works to establish a self-sustained skilled body of expertise in Africa to enhance the ability of African countries to adapt.

For latest calls look at visit <http://www.idrc.ca/ccaa>

For contact with local IDRC CCAA programme officers, go to http://www.idrc.ca/en/ev-94558-201-1-DO_TOPIC.html

SenterNovem - Daey Ouwens Fund

<http://www.senternovem.nl/daeyouwensfund>

The Daey Ouwens Fund aims to provide more people in Least Developed Countries (LDCs) with access to energy by promoting small-scale projects in the area of renewable and job-creating forms of energy supply. The most important target group within the fund is the LDCs in sub-Saharan Africa. Projects that are directed towards these countries therefore take precedence over projects in other LDCs. An application form is downloadable from the website.

SysTem for Analysis Research and Training (START)

<http://www.start.org/Program/cb.html>

START is responding to the challenge of global environmental change by building human and institutional capacity and generating knowledge to support decisions that enable sustainable development in developing country regions. START conducts research on regional aspects of global change; shares knowledge, expertise and data; bridges between science and society to support decision making; and mobilises financial, institutional and human resources. Under its Capacity Building Programs, START offers African Doctoral Fellowships, Young Scientist Awards, African Small Grants and the African Climate Change Fellowship Program.

Environment

Caspian Environment Programme Priority Investment Portfolio Project (CEP-PIPP)

<http://www.caspianenvironment.org>

Critical Ecosystems Partnership Fund (CEPF)

<http://www.cepf.net>

CEPF funds strategic alliances for a comprehensive, coordinated approach to conservation challenges. Eligible applicants include civil society organisations, NGOs, community groups and private sector partners in the biodiversity conservation field. Projects must be within a biodiversity hotspot in a developing country that has ratified the Convention on Biological Diversity.

Global Environment Facility Medium-Sized Projects (GEF MSP)

<http://www.worldbank.org/gef>

Global Environment Facility NGO Small Grants Programme (GEF/SGP)

<http://www.undp.org/sgp> and <http://www.gefweb.org>

The GEF/SGP funds projects addressing local problems related to biodiversity loss, climate change and degradation of international waters; community-based assessment and planning; pilot activities demonstrating community-level approaches to global environmental problems; and technical assistance and training focused on developing community and NGO capabilities.

Eligible applicants include national and local environmental NGOs, community-based groups (CBOs), with projects that fit GEF/SGP country strategy and eligibility criteria (see SGP website). To apply, contact the GEF National Coordinator in your country or the Global Manager, UNDP-GEF Small Grants Programme, 304 East 45th Street, FF-1610, NY, NY 10017.

International Union for Conservation of Nature (IUCN) National Committee of the Netherlands - Ecosystem Grants Programme

http://www.iucn.nl/fondsen/ecosystem_grants_programme

The Ecosystem Grants Programme (EGP) of IUCN NL funds projects of local organisations in the South that link ecosystem conservation and poverty issues.

Japan Fund for Global Environment

<http://www.erca.go.jp/english/index.html>

The fund backs projects in various areas of conservation, protection, restoration and capacity building.

Mediterranean Environmental Technical Assistance Program Pilot NGO Small Grants Facility (METAP SGF)

<http://www.worldbank.org>

Under 'Countries and Regions', select 'Middle East and North Africa Region'. From 'Topics and Sectors', select 'Environment', then click on 'Mediterranean Environmental Technical Assistance Project'.

Multisectoral

Development Grant Facility (DGF)

<http://www.worldbank.org/dgf>

The DGF supports partnerships with external agencies, providing up to 15 per cent of funding for a given activity. The DGF funds global and regional initiatives that cannot be supported adequately through the regular country assistance operations of the World Bank. Global and regional

Multisectoral *continued...*

programmes executed by NGOs are eligible for financing. DGF funding must be sponsored by an appropriate World Bank unit, and be assigned to an individual World Bank programme manager who prepares the application.

Social Development**Japan Social Development Fund (JSDF)**

<http://www.worldbank.org/rmc/jsdf/index.htm>

The JSDF funds direct relief measures and the improvement of services and facilities for poorer population groups to help alleviate poverty and the social consequences of the 1997–99 global economic crisis. It finances capacity-building measures such as increasing the participation of local communities and NGOs in World Bank-financed operations.

Eligible applicants are governments of lower middle income Bank Group borrowing countries in East, South and Central Asia, local community groups and NGOs. Only World Bank staff can officially submit JSDF applications. NGOs and community groups can get involved at the preparation stage of a JSDF grant proposal.

Post-Conflict Fund

www.worldbank.org/pcf

Small Grants Program

<http://www.worldbank.org/ngos>

Potential Private Sector Funding Agencies**Alcoa Foundation**

<http://www.alcoa.com/global/en/community/foundation/overview.asp>

The foundation funds conservation and sustainability, including training young leaders and promoting public policy research, business and community partnerships, global education in science and technology, and child safety. It provides donations, gifts in kind, and sponsorship. To apply, approach your local Alcoa company.

Amway Corporation, retail trade business

50, Avenues des Arts

Box 18, 1040 Brussels, Belgium

Tel: +32 2 514 0010

Fax: +32 2 514 2242

Environment concerns are reflected in the corporation's international projects promoting environmental awareness and education. The Amway Environmental Council guides corporate initiatives and the Amway Environmental Foundation supports environmental and cultural projects. The corporation provides donations, gifts in kind, and sponsorship. To apply, approach your local Amway affiliate or the Amway Corporation.

British American Tobacco

http://www.bat.com/group/sites/uk__3mnfen.nsf/vwPagesWebLive/DO52FLGE?opendocument&SKN=1&TMP=1

Under its corporate social investment programme, BAT extends a lot of donations themed around sustainable agriculture, civic life and empowerment.

The corporation provides grants, and financial donations towards capital projects such as school buildings and small business centres. Projects are supported locally through each BAT industries subsidiary. An initial approach should be made by letter.

British American Tobacco p.l.c.
Globe House
4 Temple Place
London
WC2R 2PG
Tel. +44 (0)207 845 1000

Citibank/Citicorp Foundation

<http://www.citigroup.com/citi/foundation/index.htm>

Charles V. Raymond, President
Citigroup Foundation
850 Third Avenue, 13th Floor
New York, NY 10022, USA
Tel: +1 212 559 9163

Grants are made to reinforce community-led efforts to revitalise low-income neighbourhoods in Citigroup communities worldwide. The foundation seeks to support community development corporations, intermediary organisations and community development financial institutions that focus on affordable housing, economic development, welfare-to-work initiatives, community infrastructure improvements, and environmentally sustainable growth of local economies.

An initial approach should be made by letter. Non-profit organisations should submit a project proposal and full financial details, including the amount requested.

The David and Lucile Packard Foundation

<http://www.packard.org/home.aspx>

The programme areas of this foundation include 'conservation' and 'organisational effectiveness'. Scanning the lists of awarded grants (on the website) might reveal what kind of IWRM-related initiatives are eligible for funding.

Guinness P.L.C., brewing and distilling business

39 Portman Square
London, W1H OEE, United Kingdom
Tel: +44 171 486 0288
Fax: +44 171 486 4968

Within its environmental funding, Guinness has started a new initiative. The Water of Life programme relates the corporation's activities as a drinks manufacturer with its environmental activities (initiated in 1995). The universal importance of water allows Guinness to 'think globally, act locally'. The initiative acts as an umbrella framework. The 'Water of Life' programme concentrates on issues of local importance in a country or region, from species and habitat conservation in the developed world to humanitarian projects in the developing world.

Guinness provides gifts in kind, human resources, and financial contributions. Sponsorship applications are vetted by the Donations Committee; some are then discussed with the Guinness Group. Every European Guinness National Office tends to choose its own arts sponsorship programmes as specified in the general corporate outlines. Guinness Brewing World-Wide and United Distillers, the brewing and distilling companies of the Guinness Group have separate sponsorship policies and budgets. An initial approach should be made by letter.

The Nestlé Foundation

<http://www.nestlefoundation.org>

The foundation has its primary focus on nutrition and health concerns in developing countries. The foundation expects research proposals to be primarily the initiative of local researchers from developing countries.

Potential Private Sector Funding Agencies *continued...***Philip Morris Corporate Services Inc., tobacco, food and brewing business**

Rue Joseph II, 166
 1000 Brussels, Belgium
 Tel: +32 2 287 8011
 Fax: +32 2 287 8077

The corporation practices philanthropy related to the environment. It has expanded its environmental support programme concentrating on three main themes: water conservation, sustainable agriculture/future food resources and solid waste. Apply initially by letter through local operations or European or International Headquarters.

Rotary International - The Rotary Foundation

<http://www.rotary.org>

The large network of rotary clubs is a useful source of funding particularly for Area Water Partnerships. Contact the local or national chapter.

Unilever Sustainability Initiatives

<http://www.unilever.com>

Unilever's funding of water-related activities and initiatives, like that of many other multinational private companies, is directly linked to the company's dependency on water in its profit making business. Besides improving 'the water management in its factories', the company seeks to 'contribute to finding effective solutions for water care, by sharing knowledge and best practice across our societies', to 'work in partnership with others to protect water catchment areas around the world' and to 'promote water awareness and action on water by informing the public about ways to reduce water use and minimise waste water disposal'.

Generally, water conservation projects are supported by local plants in partnerships involving local NGOs, but occasionally larger regional projects/initiatives are sponsored as well. These partnerships are guided by the so-called SWIM (Sustainable Water and Integrated Catchment Management) guidelines. The guidelines provide a practical framework for working with partners on water stewardship schemes. For more information on SWI-partnerships including application and evaluation criteria, read the Water in the Future document on the website.

Agencies with Calls for Proposals and Competitive Grants**Advancing Capacity to support Climate Change Adaptation (ACCCA)**

<http://www.acccaproject.org/>

The ACCCA project brings stakeholders and scientific communities of the developing world together to enable and support effective adaptation decisions to reduce vulnerability to climate change. The efforts of ACCCA have in the past resulted in calls for pilot actions.

Association for Strengthening Agricultural Research in Eastern and Central Africa - Competitive Grant Scheme

<http://www.asareca.org/index.php?page&as=5>

The ASARECA-CGS is a funding mechanism to promote strategic agricultural research of relevance for the Eastern and Central African region, with direct participation of country NARS in setting priorities and implementing research projects. It aims to sponsor creative, innovative, high quality regionally coordinated research that adds value to national programmes.

CGIAR Challenge Program on Water and Food (CPWF)

<http://www.waterandfood.org/research/small-grants-program.html> and

<http://www.waterandfood.org/research/second-cycle-of-competitive-grants.html>

CPWF brings together research scientists, development specialists, and river basin communities in Africa, Asia and Latin America to create and disseminate international public goods (IPGs) that improve the productivity of water in river basins in ways that are pro-poor, gender equitable and environmentally sustainable. The programme is working towards achieving food security, poverty alleviation, improved health and environmental security. The CPWF has a Small Grants Program (SGP) as well as a Competitive Grants Program.

Civil Society Organisations and the CGIAR (CSO-CGIAR) - Competitive Grants Program

http://www.cgiar.org/csos/cso_cgiar_grant_program.html

The CGIAR has launched a new Competitive Grants Program designed to cultivate stronger relationships between civil society organisations and the CGIAR in agricultural research for development. The objectives of this new competitive grants initiative are to support innovative projects, promote partnerships between the CGIAR and CSOs, and create new avenues along which a growing network of CSO and CGIAR partners can continue to learn from one another through active knowledge sharing.

Development Marketplace (DM)

<http://www.developmentmarketplace.org>

Development Marketplace (DM) is a competitive grant programme, administered by the World Bank and supported by various partners, which identifies and funds innovative, early-stage projects with high potential for development impact. As an example, the 2009 Development Marketplace global competition aims to stimulate innovative technologies and approaches on climate change adaptation.

Other References

About.com Nonprofit Charitable Organisations

<http://nonprofit.about.com>

Books on fundraising

There are many useful titles on fundraising. Though the focus in most of these publications is on fundraising from individuals rather than institutional donors, there are still useful hints and suggestions. Useful examples include:

- John Baguley. 2001. *Successful fundraising*. 2nd edition. Bibliothek Books.
- Karen Gilchrist. 2000. *Looking after your donors*. Directory of Social Change.
- Michael Norton. 2003. *The Worldwide Fundraiser's Handbook - A Guide to fundraising for Southern NGOs and Voluntary Organisations*. Directory of Social Change.
- The Europa International *Foundation Directory* 2009. Annually published by Routledge.

You can find some of the titles above and a lot more on fundraising through a special web-based bookshop devoted exclusively to fundraising (remember it is big money that changes hands):

<http://www.fundraising.co.uk>

Development Gateway Market (dgMarket)

<http://www.dgmarket.com>

dgMarket offers tenders and consulting opportunities worldwide. The tools on this website bring together people and organisations around the globe who are working to improve life in developing countries. It is necessary to subscribe to this service, paying a fee of US\$550 per year, with access to 10 full tender notices per month or US\$1000 per year, with access to 250 full tender notices per month.

Directory of Social Change (DSC)

<http://www.dsc.org.uk>

The DSC is a source of information and training to voluntary and community sectors worldwide. Directory of Social Change, 24 Stephenson Way, London NW1 2DP

Do it yourself

A 'do it yourself course in fundraising' is provided on:

http://www.managementhelp.org/fndrsng/np_raise/np_raise.htm

The Open University Business School in Milton Keynes runs a number of post-graduate modules of interest to fundraisers - in particular the Professional Certificate of Management in Public and Non-profit Organisations. Tel: 0044 1908 274066.

Eurofi Guide to European Community Grants and Loans

<http://www.eurofi.co.uk>

Eurofi House, 37, London Road, Newbury RG14 1JL

Foundation Center - Grants for foreign and international programmes

<http://foundationcenter.org>

The Foundation Center has a variety of useful tools, such as the Foundation Fact Finder, a map of international grants; and other tools to identify funding sources, apply for grants (Common Grant Application Forms, Prospect Worksheets, Grants Classification) and check statistics (Top Funders, Grantmaker Stats, Grants Stats).

For the Interactive Map of Direct Grants by US Grantmakers to Non US Recipients, go to

<http://fconline.foundationcenter.org/maps>

The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, USA

Giving in Europe

<http://www.givingineurope.org>

Cross-border philanthropy in Europe.

King Baudouin Foundation, Rue Brederodestraat 21, B-1000 Brussels, Belgium

Integrated Approaches to Participatory Development - funding opportunities for NGOs and CBOs

http://www.iapad.org/funding_sources.htm and <http://www.iapad.org/grantmaking.htm>

The Resource Alliance

<http://www.resource-alliance.org>

Formerly known as the International Fund Raising Group, the Resource Alliance is a UK registered charity whose mission is to build the fundraising capabilities of the non-profit sector worldwide. The Resource Alliance organises fundraising workshops globally, including the major annual International Fundraising Congress. It also provides and organises awards, webinars, bursaries and events evaluation.

Resource Alliance, 5th Floor, Development House, 56-64 Leonard Street, London, EC2A 4LT, United Kingdom

Resources for Mobilising Funding for Development Projects

<http://www.worldbank.org/ngos>

Prepared in a partnership between the International Youth Foundation and the Small Grants Program (funded by the Development Grant Facility of the World Bank).

World Bank Grant Resources for Civil Society Organisations

<http://www.worldbank.org/>

A document prepared by the Small Grants Program, the NGO and Civil Society Unit, and the Social Development Department. Interested applicants should check the website for updated application guidelines, criteria, and deadlines before sending a proposal.

Global Water Partnership

Drottninggatan 33

SE-111 51 Stockholm, SWEDEN

Phone: +46 8 522 126 30

Fax: + 46 8 522 126 31

E-mail: gwp@gwpforum.org

Web: www.gwpforum.org