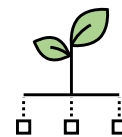


RESOURCE DEVELOPMENT

A GUIDE FOR NONPROFIT ORGANIZATIONS



"We have a good project idea; where can we apply for funding?"

Resource development is much more complex than writing successful grant applications.

Resource development – in addition to ensuring the sustainability of our organization – is primarily about building and tending to **relationships with our existing and future supporters**.

Why is resource development important?

to achieve our mission and strategic goals

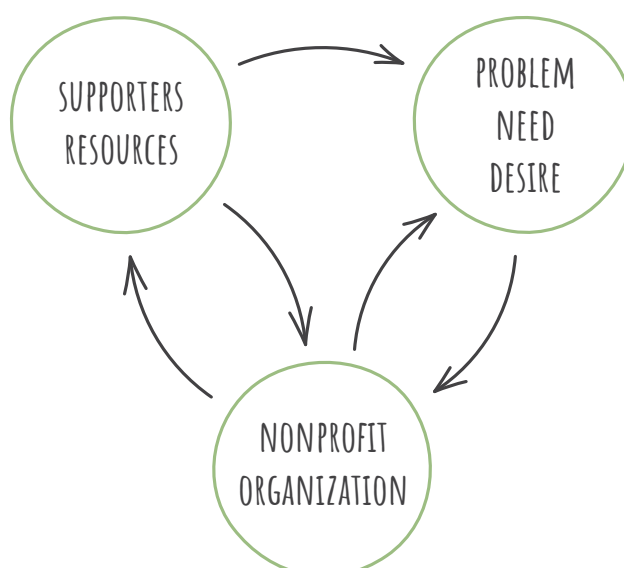
to increase our efficiency and thus impact

to contribute to a more fair distribution of resources

THE **RELATION BETWEEN** THE SUPPORTER AND ORGANIZATION IN THE CONTEXT OF RESOURCE DEVELOPMENT

As we prepare to fundraise, it is worth **defining or redefining the position** of our organization in relation to the (potential) supporter and our cause, as well as our primary target audiences.

→ Think of our organization as a **connector** that enables the supporter to respond to the **social problem, need, or desire** they consider important. If not for the relationship with our organization, the supporter would not be able to make an impact in this particular area.



ORGANIZATIONAL CONDITIONS FOR SUCCESSFUL RESOURCE DEVELOPMENT

Before we begin the planning of resource development, it is very important to address the following 3+1 organizational issues.

CAPACITY



Without **dedicated resource development capacity**, we cannot build a sustainable organization.

Ideally, the organization's resource development is handled by the resource development staff or team. Even if we do not have the capacity for someone to focus on resource development alone, it is still important to consider this work **a separate role** and have **one person coordinate all resource development-related tasks**. It is also important that our board is involved in resource development.

COORDINATING RESOURCE DEVELOPMENT AND FINANCIAL PLANNING



A prerequisite for successful resource development is realistic and transparent financial planning, i.e. the existence of budgets, reports, and cash-flow tables. We will only be able to pursue **sustainable resource development** if we know

- what specifically it is for,
- how much money is needed,
- and in what timeframe.

ORGANIZATIONAL IMAGE AND BUILDING TRUST



To fundraise successfully, we need to create an environment where our existing and potential supporters approach our organization with trust.

How?

- deep knowledge of the problem we want to address
- established professional credibility
- through communicating our values
- through financial transparency
- effective communication of clear and specific messages
- demonstrating achieved impact
- with our uniqueness, which distinguishes us from other organizations

+1: RESOURCE DEVELOPMENT AND ORGANIZATIONAL COMMUNICATION



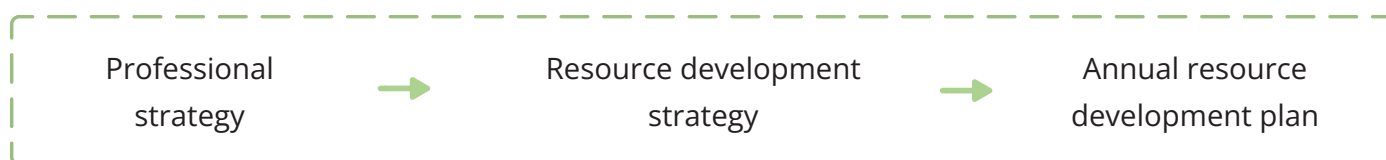
Since **resource development** is almost always **related to communication**, these two areas and the individuals responsible for each should be in constant coordination and consultation.

At the same time, it is still important to treat the areas separately, and we should not forget:

- resource development includes much more than communication work;
- not all communication should be done for resource development purposes.

RESOURCE DEVELOPMENT STRATEGY AND RESOURCE DEVELOPMENT PLAN

As with other organizational functions, the resource development strategy should be based on the professional strategy. The actual resource development work should be planned on an annual basis, based on the resource development strategy.



RESOURCE DEVELOPMENT STRATEGY

Elements of a resource development strategy **may include**:

- ▶ resource development principals and alignment with the professional strategy
- ▶ resource development goals for the given strategic cycle, following the strategic goals and in line with financial plans
- ▶ analysis of existing resources and the resource development environment
- ▶ identification and analysis of potential new resources
- ▶ formulation of messages to current and prospective donors
- ▶ measurement and evaluation plan for resource development efforts

RESOURCE DEVELOPMENT PLAN

It is important for the resource development plan to include the **specific sources and funding opportunities** that we aim to attract in the given year or time. For this, we can use the table below as a **planning tool** (using only the sources that are relevant to us).

STATE OR NATIONAL SUPPORT grants services	MUNICIPAL SUPPORT grants services	EU EUROPEAN COMMISSION grants
FUNDS, FOUNDATIONS, INSTITUTIONS grants strategic partnerships	BUSINESS SECTOR sponsorships purchased services CSR pro bono* or in-kind support	MEDIUM AND LARGE DONORS
SMALL AND MICRO DONORS crowdfunding resource development events peer-to-peer resource development	TAX 1%	SELF GENERATED INCOME products services business activity merchandise

* Pro bono support can of course also be implemented by individuals and can even form a separate category, however, due to the unique and personal connection, we recommend treating this subfield as working with volunteers.

Each resource type, and even specific resources within a category, requires different planning such as timing, capacity, related communication tasks, and costs. When creating an annual resource development plan, it is worth taking these factors into account and managing them in one tool.