

2.9 Funding a Link

In this Chapter:



- **Developing a fundraising strategy**
- **How much money do we need?**
- **Who will coordinate fundraising and how?**
- **What are the funding sources available?**

This Chapter is primarily directed at the UK Link partner who usually takes a lead on raising funds for the Link, although fundraising options for the DC partner are also mentioned.

The good news is that there is ever increasing local, national and international interest in the concept of Links. As such, more potential funding sources are becoming available.

However, there is no magic solution to securing funding for your Link. Raising funds will absorb a significant amount of time, so it's important to understand which fundraising activities are going to be most cost- and time-effective for your Link.

Colour coding has been used throughout the Manual to highlight the sections which are most relevant to each:

 green for the UK
 and yellow for the Developing Country (DC) partner.

2.9 Funding a Link

Developing a fundraising strategy

Links rely on their Trust to provide many of the resources needed to run a Link. This might include coordination time, meeting space and paid leave for Link training visits. But you will need to fundraise beyond what is provided for by your Trust in order to support other Link activities.

Having a strategy in which you consider your fundraising targets, sources and resources, will add clarity and structure to the sometimes difficult task of raising funds to run your Link.

Once you have an understanding of the objectives of the Link, ask yourselves four questions:

1. How much money do we need?
2. Who will coordinate fundraising and how?
3. What are the sources of funding we can tap into?
4. What fundraising resources have we already got and what additional things do we need?

UK

REMEMBER!

Benefactor versus collaborating partners

In many cases it is the UK Link partner who takes a lead on raising funds. This is often the case because they are perceived to be the ones with access to the majority of funding sources such as individual donors, grant making bodies and bursaries.

You need to be careful that fundraising does not create a power imbalance in your Link, promoting a benefactor-beneficiaries relationship instead of being a collaborative partnership. This is easily avoided if you:

- Jointly plan activities which the Link will undertake (on an ongoing basis) through discussion and dialogue.
- Are open about what funding sources are available and work together to secure these and plan how they will be spent together.
- Agree which costs the UK and the DC partner can each absorb. For example, the DC partner may be able to include some Links activities in their yearly budgets, making some funds available for planned workshops, training of staff, and necessary equipment. Not all these resources are financial.
- Explore the funding sources available to the DC partner. This may include local/international grant-making bodies, embassies and high commissions and local businesses.
- Remember that money, while necessary to oil the wheels, is not the most important currency of a Link. **The most important currency is partnership between health workers, with both sides giving and learning.**

How much money do we need?

When developing the Link plans (as described in Chapter 2.2) it is important to be realistic about the funding that might be available to you. There is no point in making ambitious plans if no thought is given to where the funding will come from. If you do, the Link risks making empty promises which it will not be able to deliver.

But without clear plans you may have difficulty convincing people that your work is worth supporting. When thinking about how much money you need, it is a good idea to:

- **Prioritise** - Break the objectives down into costed activities to be addressed in order of priority. This will provide a fundraising target and allow activities to be carried out as the funds are raised.
- **Plan your income** - This is the key to sustainable funding. The further in advance you can plan the better.
- **Allow for contingency** - Because plans and circumstances change. Often the programme work agreed by Link partners evolves through the year and unanticipated costs can emerge. Ensure your fundraising plans take account of this.



DID YOU KNOW?

Tips when costing activities

- Jointly develop budgets and agree on costs. **Break activities down into their component parts and cost these individually.**
- In some places there is a legacy of **per-diems payments** for attending external workshops. If participants have had to travel long distances it is important that either their organisation or the workshop organisers cover costs. If participants do not incur additional costs, per diems should be discouraged as this ensures that only the most committed people attend.
- Remember that donors support the Link to help deliver the outcomes and activities you promise. As such, **the Link does not own the funds itself, but is a custodian of money**, and is accountable to both donors and beneficiaries. First class travel, expensive accommodation and other lavish activities cannot be justified. Equally, badly planned work wastes money and has no impact.
- **Allow for exchange rate** fluctuations: It is standard to include a 3% inflation rise year on year. You also need to budget for the cost of transferring funds. See p55 for compliancy issues.
- If you are developing a budget for grant making organisations, remember to **recover your management costs** if they allow these. This is usually around 10% of the budget total.

SAMPLE BUDGET

	£	number	Total (£)
Visitors to the UK (4 per annum)			
Visas/passports	100	4	400
Flights	800	4	3200
Travel to/from airport	40	4	160
Accommodation and living for 3 weeks	800	4	3200
Misc expenses	100	1	100
Subtotal:			7,060
Visits to the DC (6 per annum)			
Visas/passports	70	8	560
Flights	550	6	3300
Travel to/from airport	50	6	300
Insurance	40	6	240
Accommodation and living for 2 weeks	300	6	1800
Antimalarials/immunisation	100	6	600
Subtotal:			6,800
Books and equipment costs			
Journal subscription	150	1	150
Books and support training	300	1	300
Shipping container of hospital-procured equipment	1500	1	1500
Subtotal:			1,950
Link management costs			
Costs for fundraising activities	200	2	400
Evaluation costs	2000	1	2000
Conference and training attendance costs	300	1	300
Subtotal:			2,700
TOTAL COSTS year 1:			18,510

SAMPLE FUNDRAISING PLAN

Unrestricted income:	
Payroll giving	6000
Events	4500
Contribution from Trust Board	4000
Restricted income (for specified activities):	
Grant-making trusts	5500
TOTAL:	20,000

Who will coordinate fundraising and how?

Fundraising activities such as researching donors, writing applications and organising events can absorb a lot of time. It is important that you identify how fundraising tasks are going to be divided between different individuals, who is going to have responsibility for what and, critically, how much effort they can be expected to devote to. You might want to consider:

A fundraising committee

Try to get as many people as possible involved in a fundraising committee. The types of people you want to include on a fundraising committee may not be the same type of people as those on the Link Committee.

They need to be able to have time to organise events or write grants and the more wealthy contacts they have the better!

People to include on a fundraising committee might include retired doctors or teachers, local business people such as bank managers or someone from the communications department within your organisation.

A dedicated fundraiser

Some Links have taken on a paid (usually part-time) fundraiser or an administrator who can carry out fundraising tasks. This is an option but only if you can be confident they will bring in funds far higher than the cost of their salary.

UK

EXAMPLE

Duties for a fundraiser or fundraising team



- Working with the Link team to agree a fundraising target according to the planned objectives and activities.
- Developing a 3-year fundraising strategy.
- Developing a schedule of potential grant deadlines and liaising with the Link team (UK and overseas) to submit funding applications. Provide feedback for reasons on failed applications.
- Deciding whether payroll giving is viable. If so, liaising with the payroll department to see if they are supportive (ideally an opt-out scheme for new staff), producing forms for people to sign up and promoting the scheme.
- Liaising with the Communications team to support the dissemination of good news about what the Link is achieving (through press releases, articles for local newspapers, magazines, leaflets, posters etc.). This might encourage unknown donors to come forward.
- Organising or enabling others to organise ad-hoc fundraising events.
- Networking with other Link fundraisers to share good practice and expertise.
- Keeping the project lead and the Link partners regularly updated about fundraising activities.
- Being aware of the organisation's policies on fundraising and keep within them.
- Taking forward charity registration if it is deemed the right route.
- Liaising with local groups e.g. rotary, church, diaspora, to raise funds from the community.
- Coordinating financial donations such as relevant books or equipment.
- Liaising with THET and other relevant organisations to discuss any potential workstreams that need funding, to see if other Links are doing similar work and whether THET may be able to support and advise a consortium bid to large donors such as Comic Relief or the Big Lottery Fund.

What are the funding sources available?

As a general rule, a Link should aim to have a diversity of income sources. When it comes to planning your fundraising strategy, a good place to start is a 'donor mapping' exercise (see Appendix 9 for an example).

Think of all the potential sources of funding available to you. You may want to rank them in terms of efficiency, time needed to be invested, probability of success and scale/amount of funding. However some forms of fundraising are also good advertising for the Link and your work, so you may not always want to be too rigid in assessing the financial gain. The following table highlights some of the main sources of funding available to the UK team.

There may also be some sources of funding for the DC organisation which are worth exploring. Perhaps a local business might be willing to fund some of your work. Are there any local NGOs or grant making bodies who you could apply to for funding? Some grant-making organisations prefer to provide funds directly to the country they are targeting. And remember, the more Links activities you are able to include in your organisation's mainstream plans and budgets the more the Links can achieve.

 SOURCES OF FUNDS	DID YOU KNOW?	 FIND OUT MORE
Individual events	<p>One-off fundraising activities can take a lot of time to organise for a relatively small return. This can work well if there are enough people to share the workload.</p> <p>Try getting medical/nursing students involved who can organise events through RAG weeks. You may also think about events such as sponsored walks or Valentine's balls. Remember that fundraising activities of this kind are a great opportunity to publicise the work of the Link and give it a much higher profile.</p>	<ul style="list-style-type: none"> • Type 'A to Z of fundraising ideas' into an internet search engine to get a broad range of ideas. • Institute of Fundraising www.institute-of-fundraising.org.uk • Charities Aid Foundation www.cafonline.org • Charity Commission www.charitycommission.gov.uk
Your Trust / organisation	<p>You can get staff at your organisation to support the Link through 'Payroll Giving', where staff make a regular monthly donation which is taken straight from their payroll. Setting up the scheme and getting a critical mass of people signed up can be time-intensive at the beginning, but once established, it can provide a regular income for the Link with relatively little effort. The first step is to check that your Trust supports payroll giving.</p> <p>Communicating the work of the Link to colleagues is important to get them interested and support you. Think about setting up a website for the Link, a newsletter or having a notice board.</p> <p>If you are able to demonstrate that the Link provides staff with training and development opportunities and brings benefits to the organisation and its patients, the management may be willing to support the Link more actively.</p>	<p>If you are registered as a charity (see p55), or working through one, all donations from individuals (provided they are tax payers) can be Gift-Aided, allowing you to claim the tax back.</p> <p>See p38 for information about how to make a case to your Board.</p>

Continued on following page...

SOURCES OF FUNDS	DID YOU KNOW?	FIND OUT MORE
<p>Grant giving organisations</p>	<p>Find the right donors to fund your work. There are many different donors, each with their preferred areas of engagement and geographical focus. Do not waste time applying for grants if your work does not match their criteria. If you are thinking of applying to larger donors, such as Comic Relief or the Big Lottery Fund, think about applying in a consortium with other Links if you are doing similar work.</p> <p>Some grant-giving organisations have their own format for application. If not, the fundraising application should contain:</p> <ol style="list-style-type: none"> 1. The need - what is the problem? How serious is it? Why is it worth addressing? Who are the beneficiaries? 2. The response - what is the Link proposing to do to address the problem? Why is this a good approach? Why is the Link the best one to do it? Focus on the outcomes the work will deliver. 3. The bigger picture - how does the work fit in to the bigger picture? Who else is working in the field? What is being done to avoid duplication? 4. The long-term - what will be the long-term impact of this project? What will happen after the funding comes to an end? Think about sustainability and exit strategies. 5. Measuring impact - how will you monitor and evaluate your work? 6. A detailed budget <p>Some donors also require you to submit a logframe. These can be useful planning tools. Refer to p104.</p> <p>If you receive funding from a grant making body, you then need to ensure that:</p> <ul style="list-style-type: none"> • The project delivers what it said it would do. • There is tight project management so that it is completed on time. • Any changes to plans or spending are agreed in advance with the donor. • Reports required by the donor are submitted on time. • You monitor, evaluate and disseminate learning from your Link. 	<p>Internet sources which list grant-making organisations:</p> <ul style="list-style-type: none"> • www.funderfinder.org.uk • www.guidestar.org • www.trustfunding.org.uk (annual subscription fee) <p>Some important sources of funds for Links are:</p> <ul style="list-style-type: none"> • Health Links Funding Scheme due to start in 2009 (£1.25 million a year for three years). Funded by DFID and DoH in response to the Crisp Report. • Development Partnerships in Higher Education (DELPHE): a DFID scheme which supports higher education partnerships - up to £50,000 a year for up to 7 years. • The Welsh Assembly Government funds Links where the UK partner is based in Wales. In 2008 a total of £50,000 was awarded. • The Scottish Government support Links, particularly with Malawi and Zambia. • The Commonwealth Fellowship Scheme funds professionals from commonwealth countries to come for up to 3 months to do a placement in the UK. • The BMA Humanitarian fund • Royal Colleges, Rotary, Masons, etc.

UK

CASE STUDY

Alan Jones, from Health Link Malawi, shares how they made 'payroll giving' a success:

Original set up:

- We got the approval and 'buy-in' of the Trust Board.
- The Trust's Communications Department organised publicity information on payslips, the internet, posters and local newspaper articles.
- We discussed the pros and cons of donations by payroll deduction versus Give As You Earn, but opted for the former as there are more costs involved in GAYE and we wanted to avoid these.
- The payroll system was set up to accept deductions and the finance team organised to pay over the deductions to the Link. The system was also set up to record donations, gift aid declarations and make gift aid claims.

Encouraging people to sign-up:

- We got organisation wide buy-in, starting with Trust Board.
- A few Link Committee members were committed to making it work and took a lead.
- We publicised the positive things the Link had done.
- We had tangible plans (buying a Landrover ambulance to start with).
- Our staff were directly involved in the work and participated in placements in Malawi.
- We held feedback sessions on previous placements to encourage interest.
- We made it as simple as possible to arrange and administer.

Managing the scheme:

- The Trust Finance department administers the scheme: maintaining records, paying money over to the charity, claiming Gift Aid, keeping simple accounting records
- We do pay a notional monthly administration fee payable to the Trust to contribute towards time spent on administration
- Some staff contribute their own time for meetings at lunchtime or in the evenings.
- The scheme does need reinvigorating from time to time to encourage new people to sign up and replace those who move on. But we are currently looking to expand this scheme to other local NHS bodies.

We generate around £600 per month (excluding Gift Aid reclaims).



CHAPTER CHECKLIST

- ✓ Try to develop a realistic income and expenditure forecast.
- ✓ Be realistic about what resources your Link is able to access before planning activities.
- ✓ Set up a fundraising group within the UK Link Committee to increase capacity.
- ✓ Explore a variety of different funding sources.
- ✓ DC Link partners should explore local funding sources that the Link may be eligible to apply for.