

WORKING IN THE COMMUNITY

FUNDRAISING & TRUST BUILDING



CAP Burma -Thailand

FUNDRAISING

TIPS ON WRITING FUNDING PROPOSALS

You have done your research and consulted with people in the community. You are ready and anxious to begin your peacebuilding project. But for many projects there is one big obstacle left: securing funds to do this work.

Most people find funding proposals difficult. Even though you know what you want to do and have good reasons for these actions, it can be hard to put these thoughts on paper in the format required by donors. In CAP we have all struggled with these problems. In this section we want to provide some tips and guidelines to help you in this work. These suggestions were prepared by CAP Burma-Thailand.

A. POINTS ON PREPARATION

1. Your project must relate to a long-term vision of peace and reconciliation. You can be doing all kinds of projects, all kinds of good things but they are not necessarily about peacebuilding.
2. Sometimes people feel that they need to have a very big idea. But it is often better to have a smaller plan, to focus on a very specific issue. You still need to know why you are doing it, but you are more likely to succeed that way.

B. POINTS ON WRITING THE PROPOSAL

1. You need to demonstrate that other people agree with your ideas. Of course, this can be difficult, as sometimes elders don't think that we can do this work.
2. It is important to have very good English. With some funders if you have any grammar mistakes they will just reject your proposal.
3. Because most youth groups operate as volunteers – and that is an important part of our work – you should include money in the budget for emergencies and special costs because volunteers have no money for these things.

3. POINTS ON REPORTING, FINANCES AND RELATIONSHIPS WITH FUNDERS

1. It is important to give a thorough report, maybe with pictures so funders can see what you have done.
2. In the financial report you should say exactly how you spent the money. We think youth should provide detailed receipts for every expenditure as this is good training in learning how to spend money.
3. The financial report can be difficult, particularly if you have made any changes. This is difficult in a complex conflict situation things are changing so rapidly.
4. It is important to establish trust with your funders. If you do this they will allow you to make some mistakes. This is crucial for youth projects because their first reaction is not to trust you. They think that we do not know how to look after money and that we are irresponsible. In some ways it is true – the first time young people are working on a project which involves money, they can make mistakes.

“One project we had we received a very small amount of money – just \$500 US. But the funder wanted a very detailed report, about 10 pages. Also, every little change we had to inform them first and get their permission.

We felt very bad. We felt that they did not trust us. And so even though we needed the money we decided not to apply for more grants from them because if we had to spend so much time explaining everything to them, we wouldn't have any time to do the work.

So we said, “Thank you, but we don't want your money.”

4. ANSWERING PROPOSAL QUESTIONS

Most funding proposals have the same questions. Here are some hints on how to answer these questions.

You need to begin your proposal with a summary so that funders will know exactly what you have in mind.

Project Goal:

A goal is general. Ask yourself, “How does this relate to our long term vision of peace? How will it promote peacebuilding efforts in our country and community?”

Background:

You need to provide a short description of the conflict, its history and present situation. This should focus on the aspects of the conflict that you will work on in your project. Include specific information on how the conflict is affecting young people.

The background should not only be about problems, it should also include strengths and opportunities that will support your peacebuilding work. In answering this question ask yourself, “Why of all the many issues is this one the most important for us?”

Objective:

People often get confused between objectives and goals. A goal is more specific. It relates directly to your activities and the outcome of your project. Ask yourself: “**What will be different after this project is over?**”

Activities:

Your activities should be justified in terms of the project objective. A time frame is useful as it demonstrates that you have thought through all the steps.

Description of Your Organization:

Provide a detailed description of your organization including its vision, links with other groups and methods of operation. Describe any volunteer community work you have done in the past. Include letters of recommendation and names of other NGOs that will vouch for you. Reports of other projects are also good to include as they provide tangible evidence of your capacity to carry out community work.

Evaluation:

Evaluation and “results based management” are important parts of any funding proposal to international donors. It demonstrates that your project will have a positive and concrete impact.

It is a good idea to identify clear results for your project. These results should be able to be verified through evaluation indicators. Indicators are basically criteria by which you can judge whether your project objective was achieved. This should include qualitative and quantitative indicators linked to your major activities. An example of this is provided here:

OBJECTIVE:

To raise the community’s understanding and empathy for children who have been abducted by the Lords Resistance Army.

ACTIVITIES:

- 1.1 The organization of a youth drama group.
- 1.2 The development of a script about the experiences of child soldiers.
- 1.3 The performance of this play to schools and displaced people’s camps.

INDICATORS:

- 1.1.1 The number of youth who join the group.
- 1.1.2 The leadership roles assumed by youth in the group.
- 1.2.1 The production of the script in the time frame provided in the proposal.
- 1.2.2 A positive evaluation of the script by an outside reader.
- 1.3.1 The number of performances of the play and the types of venues.
- 1.3.2 The number of people attending the performances.
- 1.3.3 Comments from the audience.
- 1.3.4 Follow-up – Community leaders endorsing the play’s messages.
- 1.3.4 Number of youth who express interest in the drama group.

Budget:

The budget outlines all the expenditures and potential revenue for your project. The most typical categories are:

Expenses:

Personnel: As volunteer organizations, youth groups normally do not include costs for salaries. However, we strongly recommend that you allocate a special fund for emergencies or special problems volunteers might have.

Activities: These are the costs associated with your project. Examples of these kinds of costs: room rental for a meeting, rental space for props for a theatre project etc.

Travel and Transport: Any travel costs that you would have to perform the project.

Supplies and Materials: Most projects use a variety of materials: markers, stationary, supplies for a workshop, art materials, etc. Put everything that you are going to need to do your project in this category.

Other Expenses: These are special extra costs. For example, you may need to pay for security or emergencies. Communication costs should also be included.

Administration: If you are required to create a final report you should include costs for doing this here . Also some funding should be allocated for the administration of the project. Normally funders do not want to provide money for this, so try to keep it low.

Revenue:

Most donors expect that your group will make a contribution to the project. They are usually reluctant to provide all the funds. Carefully review your budget to see if you can obtain services from other groups and give a money value for this. Be sure to include the number of volunteer hours your group will contribute to this project.

TRUST AND TRUST BUILDING

WORKING IN THE COMMUNITY

“**Trust** is having confidence in someone; to believe in what they say.

Trustbuilding is the process of creating this confidence and an environment of credibility. To be trustworthy you must be transparent and sincere in your words, actions and relationships with others.

Trustbuilding is not something that suddenly happens. Instead it is a long and gradual process that builds over time. Trust and the building of trust is an essential part of peacebuilding work.”

CAP Uganda Workshop

At the best of times, trustbuilding is a complicated business. Most people are slow to trust and quick to find fault. These problems are extreme in conflict situations where there is an overall atmosphere of suspicion and distrust.

Conflicts are filled with intricate power games. Youth groups must build credibility where hidden agendas are assumed and motives questioned. Nervous communities want guarantees and can be reluctant to put their faith in youth's ideas. Instead of welcoming new roles for young people, they can be rigid in their ideas of the “proper” place for children/youth.

“Parents like old fashioned ways for children.

Children want new ways for children to participate. Girls are supposed to be meek, they have many home responsibilities and less opportunities to go out than boys. This is the heritage our parents and grandparents have left us. Our culture says that youth, particularly girls, should stay in the home. You must not go out, that is not our culture. So we are fighting against the traditions.”

Youth can present a challenge to those who want to maintain control and are strongly opposed to change. This resistance occurs at many different levels. Officials can be formal and constantly change the “rules of the game” so that youth have to prove

themselves time and again. Elders and adult peace activists may question youth's capacity to understand complex political issues. Adults can refuse to collaborate with them, saying that they have more crucial things to attend to. Access to reliable information is always a problem, sometimes for legitimate security reasons, other times because of control/power issues.

In CAP we have faced some or all of these problems. While it can be overwhelming and disappointing, we have found that patience, persistence and continued demonstrations of commitment and responsibility often overcome these obstacles. In fact, in some cases, as this one in Colombia, youth have found that they are able to function more effectively than adults.

“There is one neighbourhood where we are working on the fringes of Bogota. It didn't used to exist, but it's kind of like an encampment that's turned into a neighbourhood of displaced people. It keeps growing all the time and is a highly politicized area.

The majority of the population is black, and they're very wary of organizations. In Colombia there's so much political activity in so many organizations, so they are suspicious of organizations coming in.

We have found that they're less suspicious of young people. If adults go into that neighbourhood, you find people don't want to have anything to do with them. But they are much more likely to welcome young people. So we found that the young people can do more than the adults in that situation.”

Trustbuilding must take place on many different levels. In conflict situations trust can never be assumed and must be constantly maintained and nurtured. At the CAP Meeting in Uganda, the participants identified some of the key components of trustbuilding at the community level.

TRUST BUILDING

GUIDELINES FOR COMMUNITY WORK

TRUST BUILDING MEANS BEING:

1. TRANSPARENT

If you are not transparent no one will trust you. There is a great difference between being friendly and being transparent. You can be very social but hide facts. People recognize this.

2. HONEST AND FAITHFUL

This includes power and information sharing. If you do something on your own without sharing it with others, then you can't expect that they will have confidence in what you have done. They will be suspicious of your motives, thinking that you just want to get a name for yourself.

3. RESPONSIBLE

You need to do things diligently and present your work clearly. If you do this, after a while no one will worry about your organization.

4. PATIENT AND PERSISTENT

Recognize that you must build trust, that you can't expect organizations to automatically trust you or your group. You may have to take on jobs that have less responsibility in order to prove yourself.

We must demonstrate what we know. Sometimes we have to prove ourselves. You must convince others of your value. We cannot wait for someone to hand

over opportunities to us. It will never happen. We need to conquer, work for our chances.

“When I first returned from being a soldier I was so depressed because I didn't have any education and I couldn't find any work.

Then I took a job at an organization, just photocopying. But I did it well and showed them that they could trust me. After a while they gave me another job and then another, each time with more responsibility. We have to understand that things grow, we need to be patient.”

Youth from Angola

5. ACCEPTING OF OTHERS

In war situations, people can do things or act in unusual ways. Not everyone works at the same pace. There are adults who are handicapped. There are adults who respond in a weird manner. If you are working in conflicts you must accept this. You need to project an atmosphere of tolerance for others. For example, you go with a certain expectation and find everyone is drunk and not able to work with you. You just have to accept this, continue and wait for a better time.

6. CONFIDENTIALITY

You need to prove that you are someone who can keep secrets. There can be information that not everyone should have and you must be careful to respect that.

MOST OF ALL

**“When interacting with others you must show your appreciation for their situation; respect for them as people and enjoyment in their company.
In war situations, many courtesies are forgotten; people are treated in a careless way.
If you want to build trust,
you must establish good human relations.”**

COMMUNITY TRUST BUILDING

MOJUP PROJECT, HUAMBO, ANGOLA

“ [In Angola] it is very, very important to build trust at the beginning. Let me underline that. It is very, very important because people can easily misunderstand the goals of your work. So you must see politicians before starting anything to make sure that they understand that you are not acting as politicians but you are working for peace.”

This is what we did:

“First of all we sent a letter to the provincial secretary for IECA in Huambo informing them what we wanted to do. We explained that this was a followup from the CAP workshop that had taken place a couple of months before.

After that we went to Huambo to talk to people about our ideas for MOJUP – Movimento da Juventude para a Paz. We had a meeting with the IECA leadership in the province.

After this meeting we went to see the provincial governor to explain our intentions and what we were hoping to do in Huambo. We explained about IECA, that it is a church dedicated to peace, unity and stabilization, and that it would support a youth movement for peace in Huambo.

Then after that we went to see the political parties’ representatives in the provinces. This included all the parties that have representatives in Huambo, especially the MPLA and Unita Renovada.

We also visited other religious leaders in Huambo to explain to them what we were trying to do.

Then we were ready to have our first workshop. And even during the four days of our workshop we had a kind of policing. We knew that there were people trying to go behind the scenes, to see what was going on, to see if what we said we were doing was really what was going on.”



Village life in Angola

BUILDING TRUST WITH ADULTS

TREE PLANTING PROJECT IN PHNOM PENH, CAMBODIA

SUMMARY

As part of its involvement in CAP the Student's Executive Committee (SEC) organized a project to plant trees for peace along the Mekong Riverside in Phnom Penh. This is a market and gathering area. Before the war there were beautiful shade trees in this area but now it is a fairly hot and barren area.

The goal of this project was to show that young people care about their environment and also to make a contribution to the community. Both university and school students participated in this work. After the trees were planted they did a march for peace that ended in the flying of large kites they had built – kites for peace.

Building Trust to make this project possible

We had some obstacles. With the municipality officials, we needed more than just their permission. We wanted them to participate with us. We were hoping that they would provide trees and also show us the tree planting techniques so that we would do it properly.

It took a lot of time to get a meeting with the municipal officials. We had to prove that we were really serious. The first few times they just wouldn't see us. We had to go back many times, just to request a meeting.

The upper officials refused to meet with us, so we went to the lower officials. Even then we had to keep going back. We went back 20 times in all. But we were finally successful. We got permission and they agreed to help us. Everyone was very happy in the end. The children liked the activity a lot. We were so glad that it happened and was a success. And the municipal office was very pleased too.

What this showed us:

“Sometimes we have to be patient. If you don't get a positive response right away, this doesn't mean that you won't achieve your objective. You just have to keep trying. We had to show them that we were serious, that we were dedicated to this. Once they realized this, they were more willing to work with us.”

