

# TOOLS FOR EFFECTIVE FUNDRAISING

SHIREEN MOTARA



# INTRODUCTION & TECH INFO

- **Welcome!**
- **Intros: Your Name, Your Organisation, Your Role**
  - Please keep mic on mute.
  - Please have video on (during discussion).
  - Use raise hand feature to ask questions.
  - Share thoughts and questions in the chat.

**WARNING:** SLIDES CONTENT ALERT


# WEBINAR FOCUS

- FUNDRAISING LANDSCAPE
- BUILDING SUSTAINABILITY & RESILIENCE
- TOOLS FOR EFFECTIVE FUNDRAISING
- ROLES IN FUNDRAISING
- ACCESSING FUNDING OPPORTUNITIES

# Tara Transform

## WHO WE ARE

Tara Transform works with clients to co-create, design and implement strategies that advance social justice, gender equality and sustainability.



A deep understanding of the challenges and opportunities facing women globally.

Operating from a purpose of shared value and meaningful outcomes.

Building capability through capacity building, and a holistic approach to organisational effectiveness.

Mentoring and coaching to effect lasting change.

Transfer and retention of skills by clients.

Building long term partnerships with clients through co-creation and continued sharing of resources.

### OUR VALUE PROPOSITION

# ACTIVITY: IS YOUR ORGANISATION FUNDRAISING READY?

<b>Governance</b>	<b>Yes</b>	<b>No</b>
Do you have a functional board?		
Do you have approved Annual Financial Statements for the last 3 years?		
Does your organisation report on its finances to the Board regularly?		
Is the Board fully aware of the financial status of the organisation?		
<b>Financial Management</b>		
Do you have a clear and realistic budget?		
Does your organisation generate monthly financial reports?		
Does your organisation fully understand its financial status?		
Does your organisation have sufficient funds to cover all programmes?		
Does your organisation have sufficient funds to cover overhead costs (rent, telephone, admin staff, etc.)?		
Is your organisation clear about its funding gaps?		
Does your organisation generally budget for fundraising costs?		
<b>Donor Engagement</b>		
Do you regularly communicate with your current donors?		
Do you submit donor reports on time?		
Have you ever requested a no cost extension from a donor?		
Have you ever had negative feedback from a donor?		
Are all your relationships with your current donors in a positive space?		
Do you believe all your donors will be willing to fund your organisation in the future?		
<b>Programme Implementation</b>		
Are all your programmes and projects clearly defined?		
Do you have the necessary human resources capacity to implement the programmes?		
Have you or do you measure the impact of your programmes?		
Do you collaborate with partners to deliver your programmes?		

# THE FUNDRAISING LANDSCAPE

# SHIFTING REALITIES

## REDIRECTED RESOURCES

Less foreign aid from official donor countries.

Humanitarian aid used to stem migration, achieve foreign policy objectives, and derive domestic economic benefits.

## RESOURCES DECLINED

Aid to Africa fell by 4%, while aid to lower-middle income and upper-middle income countries, fell by 11% and 19% in real terms. SA is seen as a middle income country.

## SHIFTING PRIORITIES

COVID-19 pandemic, nationalisation, patriotism, trade wars, restrictive policies, distrust, conflicting and competing focus areas have an impact on resource availability, allocation and distribution

# FUNDING TRENDS

Globally and regionally philanthropy and funding trends are heavily influenced by the state of politics, economics and social developments. Globally the following trends in philanthropic funding are worth noting:

- **Individual giving:** everywhere, giving is increasing, both by the wealthy and by people of more modest means. Individual giving is greater than institutional giving in terms of amount given almost everywhere. **New methods of giving opened up by technological advance – online giving, giving by SMS and crowdfunding – are growing in importance.**
- **Institutional giving:** The number of foundations is generally increasing, especially in Europe and in some countries of the global south. In practice most foundations are conservative, giving to ‘safe’ areas such as education, healthcare and social services. **Relatively few are willing to support advocacy issues. Corporate giving is often more risk-averse than private foundation giving.**
- **Community philanthropy:** Community foundations are found almost everywhere, though they have adapted to local requirements and circumstances. **They are playing a wide variety of roles, from creating community to offering donor services. A great deal of community-based philanthropy happening informally.**



# FUNDING TRENDS

- **Beyond grants:** Foundations are increasingly exploring new ways of using their assets, in the form of venture philanthropy, impact investing and socially responsible investing, and/or by using non-monetary assets such as expertise, reputation and convening power. There is also a growth of social enterprise/ social business, which is viewed as highly significant in many countries.
- **Philanthropy, government and civil society:** governments are keen to encourage civil society and philanthropy when they are doing work they approve of, they are increasingly taking steps to curtail CSO activities in more politically sensitive areas, either by formal restriction or by informal harassment. This affects philanthropy as it limits the ways in which it can support those NGOs that are subject to official disapproval. CSOs are coming under increasing pressure in other ways, too.

# FUNDING TRENDS

- **Barriers to civil society accessing funding**, include: i) political and legal barriers ii) barriers created by donors and iii) civil society practices which create barriers.
- **Political and legal barriers** include political restrictions on organising, freedom of association and expression. Donor governments can also impose political / policy barriers such as the so called U.S. “Global Gag Rule” and the so- called “Anti-Prostitution Pledge”.
- **Barriers created by donors** include burdensome application, procurement and reporting procedures as well as limited funding for funding for core operating expenses.
- **Civil society practices which create barriers** include: competition between groups, poor governance and accountability; a lack of investment in financial management and insufficiently prioritising donor reporting as well as monitoring and evaluation; and a lack of investment in communicating/profiling success.

# FUNDING TRENDS

- Close to half of responding organisations (46.7%) had experienced an overall decrease in their funding over the past 3-5 years. For those who had seen a downturn, the main reason was a change in donor priorities (ARASA study).
- Respondents also identified how they are finding it increasingly difficult to obtain funding to sustain organisational systems.
- Respondents from human rights donors acknowledged that their contributions to CSOs and community-based organisations (CBOs) to address social enablers and human rights related to HIV could not match the need, amidst so many competing needs in the areas which they fund.
- The funding situation became even more precarious with the onset of the catastrophic COVID-19 pandemic, as the research found that as of November 2020, the COVID-19 pandemic had already had a negative impact on civil society organisations working on social enablers and human rights in East and Southern Africa.

# FUNDRAISING OPPORTUNITIES OF THE FUTURE

## “Democratising” fundraising:

- Crowdfunding offers of building more democratic, broader-based forms of philanthropy for community support.
- Questions are being asked, and donors are reflecting on what role they should be playing in building CSO resilience.
- Philanthropic networks that are challenging donor dominance, and feminist funders, are increasingly creating and opening space for honest conversations between civil society and donors.
- More donors are considering how to stay involved where funding is difficult. For example, funding groups that are not formally registered.
- Donors are also collaborating to optimise resources, learn together, and improve ways of operating.

# FUNDRAISING OPPORTUNITIES OF THE FUTURE

## Transforming donor funding practices:

- Using CSO consortiums as a way to move money quickly to where it's needed. This could support local civil society collaboration, and ensure that more of the funding reaches local organisations.
- Clarity and transparency on decisions: while donors have showed flexibility in adapting programming and issuing guidance on how existing funds have been used; moving their communication from broad strokes to more clarity and transparency can improve perceptions and understanding of how donors operate.
- Proactively thinking about the longer-term impacts of COVID-19 and what preparation is needed now to respond to those.

# FUNDRAISING OPPORTUNITIES OF THE FUTURE

## COVID-19:

- **COVID-19 has brought home the reality of the critical role CSOs play in crises, and in general.** Hopefully, this creates awareness for governments and civil society to collaborate more effectively in addressing deep structural poverty and inequality, and improves the resource flow from governments to CSOs.
- Many large donors have responded to the COVID-19 crisis by introducing new funds to provide COVID-emergency support or sought to make funding more flexible. This may open up new and more dynamic funding pathways in the future.
- **The disproportionate impact of COVID-19 on women and other marginalised groups has also put the spotlight on funding gaps to these groups.** This has led to increased visibility of the advocacy efforts of these movements to challenge the status quo, and may create new opportunities for shifting these structural inequalities.
- COVID-19 has highlighted the mental health impact of health crises on individuals globally, and has put the spotlight on the need to provide resources and support to improve access to mental health services, especially for key populations.
- **COVID-19 has challenged CSOs to find new and innovative ways to support communities.** Some of these approaches include creating innovative options to deliver medication to people living with HIV, and using low tech like WhatsApp to stay connected to beneficiaries.

# FUNDRAISING OPPORTUNITIES OF THE FUTURE

## Digital technology:

- The effects that digital technology might have on the sector are incalculable at the moment. They will be **profound and they will intensify, and they will require the attention of donors, philanthropy stakeholders and civil society.**
- Digital technology is already having a profound effect on individual giving as online giving and crowdfunding platforms develop.
- Most funders use online application processes.

# FUNDRAISING IN THE CONTEXT OF COVID-19

## Over 220 000 NGOs registered in South Africa.

- COVID-19 pandemic has far-reaching implications for the role NGOs play in the lives of millions of South Africans.
- As local and international funders will be affected by an economic downturn, less funding will be available to support NGOs .
- NGOs seen as a job creation mechanism.
- Strong competition with social enterprises.

## Local emergency funds

- CAF Southern Africa emergency fund for NGOs that provide essential services to marginalised communities in South Africa.
- Mergon Group has created an emergency Gap Fund to assist NGOs.
- National Lotteries Commission has released R150 million as a relief measure for NGOs.
- Solidarity Fund by the South African government, although not targeted at NGOs, it is hoped some of the funds will reach NGOs that are aligned with the Fund's objectives.

## International Emergency funds

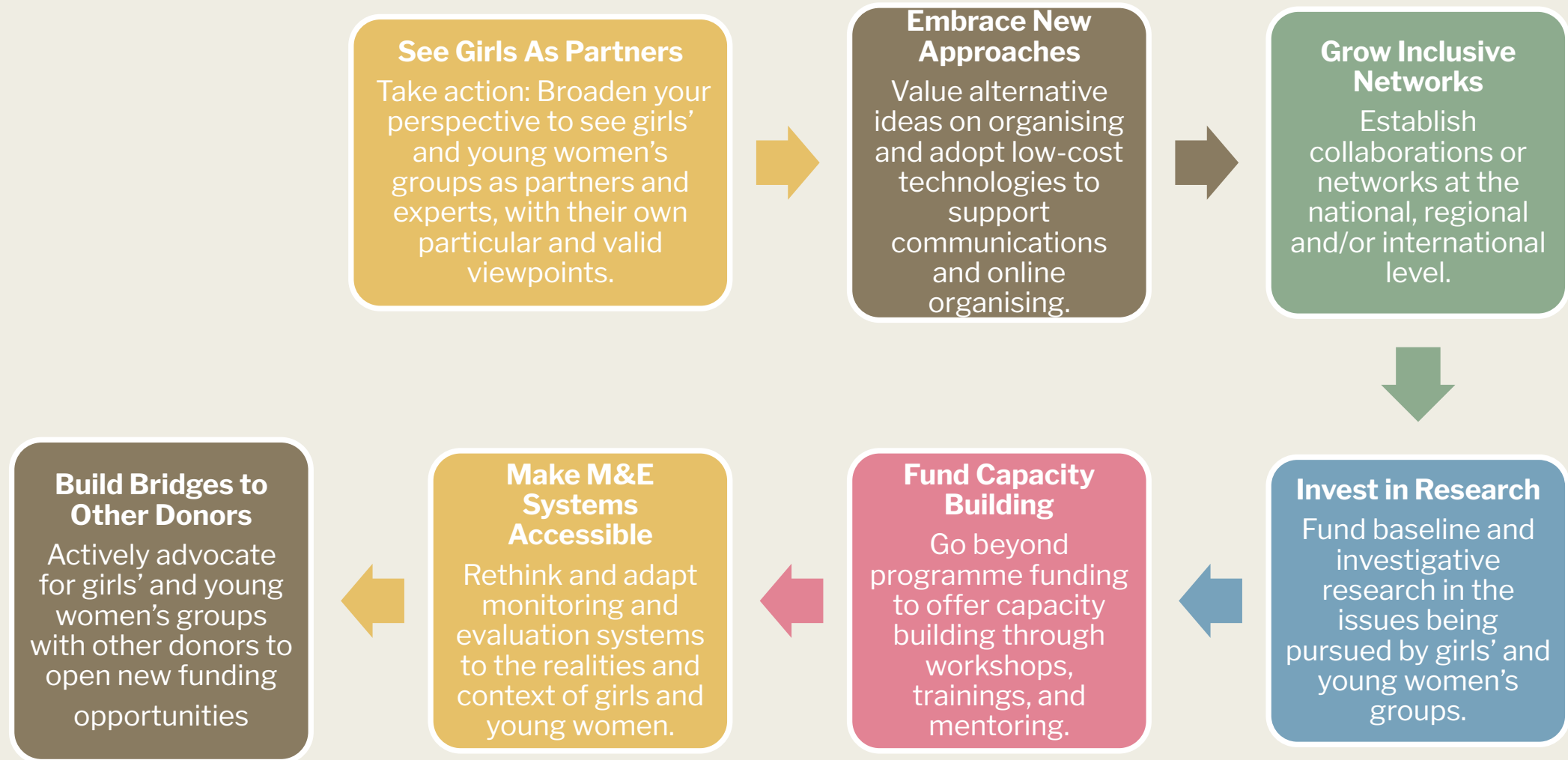
- Easing their restrictions on current grants.
- Allowing project partners flexibility to respond to the crisis.
- Reducing project requirements from project partners.
- Pro-actively communicating with project partners.
- Learn from and share emergency practices that teach effective partnership and philanthropic support in order to consider adjusting practices in the future.



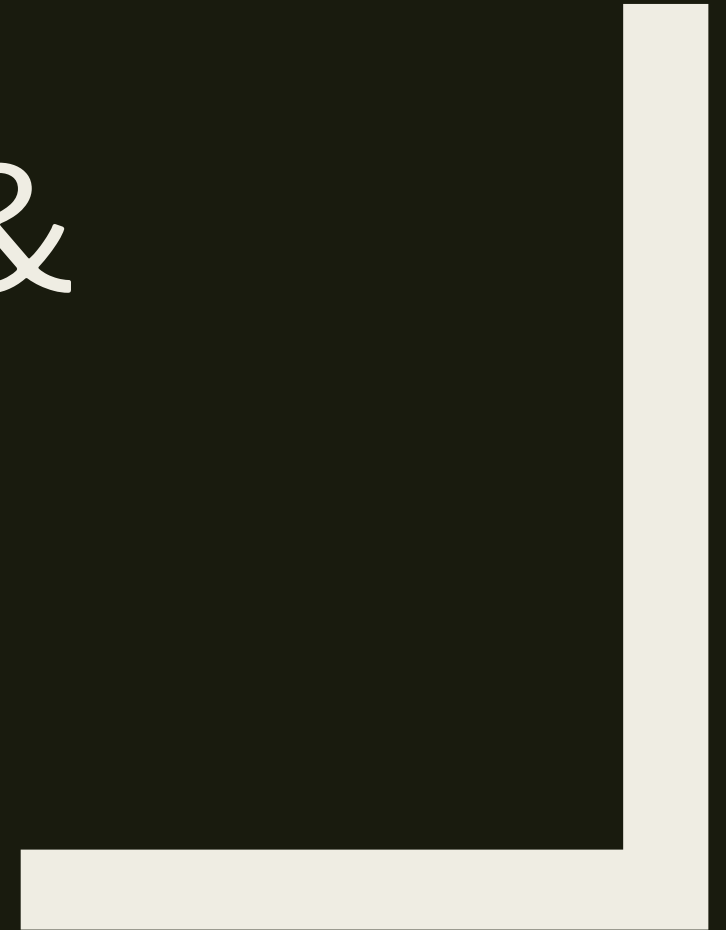
# FEMINIST FUNDS: A NEW WAY

- **Collective action** by women, girls and trans\* people is what has, is and will continue to change the world so that they and others affected by injustice can exercise their rights.
- Women's, girls' and trans\* people's rights groups and movements **are effectively organising and empowering** women, girls and trans\* people to mount this collective action.
- Women's funds are **uniquely positioned** to get the right resources to these groups and movements to achieve their goals.
- Women's funds regularly **support new and non-mainstream groups**, including groups that are not legally registered for practical or political reasons. They do this intentionally to **support innovation** and because they recognise that **change is possible only where people are prepared to take risks to test new and creative strategies**.
- **Aim for structural change** - Social change is more sustainable and has a greater reach when groups address the root causes that maintain injustice rather than only alleviating the symptoms of injustice for those they can currently reach.
- **Focus on under-addressed or contested issues** - Concentrating on overlooked issues or those relegated to the margins helps challenge some of the most entrenched injustices, where the strongest resistance to change often operates. This work is critical to changing the heart of unjust, inequitable power relations that marginalise the world's majority.
- **Are self-led** - Social change that is effective and truly empowering is led by people speaking for themselves and representing their own interests. The process of change shapes the outcomes

# FUNDING ORGANISING LED BY WOMEN & GIRLS



# BUILDING SUSTAINABILITY & RESILIENCE



# SUSTAINABILITY & RESILIENCE

- Fundraising is important to the survival of the organisation. However, the organisation needs to think about some things so that it can be clear what money it needs. **It should ask itself questions about sustainability and resilience.**

SUSTAINABILITY is when you have ways to secure your financial and human resource needs, whilst ensuring your community and stakeholder relations are strong, so that your organisation can continue its work in the future.

RESILIENCE is when an organisation can survive a crisis, especially when our world is changing so fast.

# SUSTAINABILITY & RESILIENCE

- Key things that can help an organisation to be financially **sustainable** include:
  - *Having more than one donor*
  - *Having different kinds of donors*
  - *Having other sources of income such as membership fees or fees for services .*
  - *Keeping aside some money for an emergency (reserve funds)*
  - *Ongoing fundraising all year*
  - *Building relationships with all stakeholders, including donors.*
- Key things that can help your organisation to be **resilient** include the following:
  - **Leadership should regularly think about risks to the organisation and what can be put in place to deal with those risks in advance so that you can avoid crises.**
  - *Keep pace with and watch changes in the country and your community so that you can adapt and react quickly.*
  - **Good stakeholder networks to support you in times of crisis**
  - *Collaborating with partners*
  - **Proper planning on a regular basis**
  - *Well-managed finances*
  - **Look after your staff and volunteers, recognise their work and involve them in decisions**
  - *Check in with staff about issues that affect them from doing their work.*

# EFFECTIVE RESOURCE MOBILISATION STRATEGIES



- Process organisations use to acquire and put to use those things they need to implement activities and pursue their mission.
- **Fundraising VS “Friend raising”**

***Building valuable contacts and networks, and earning the interest, support, and in-kind contributions of people important to your organisation.***

## SOME QUESTIONS TO ASK TO ASSESS YOUR ORGANISATION'S RESILIENCE

1. If your organisation faced a crisis, would it have good leadership within the organisation to deal with this?
2. Do people in your organisation work on a problem until it is solved?
3. Do you regularly check in on issues that affect the community we serve to ensure you have early warning on issues that might occur?
4. Can you make tough decisions quickly?
5. Do you build relationships on an on-going basis with others who you may need to work with in a crisis?
6. If some of your key people are not available, do you have others who can take over their roles?
7. What stops you from working with other organisations and can you find a way to deal with the issues that prevent co-operation?
8. Do you have reserves to see you through a crisis or change?
9. Do you think your organisation can respond to unexpected events and be flexible or are you bound by your own internal processes?
10. Is your management committee knowledgeable about the issues that the organisation faces?

# THE GOAL: FLEXIBLE, MULTI-YEAR FUNDING

- Long-term financial sustainability was a top challenge. A major part of the financial challenges non-profits face lies in the **type** of funding non-profits receive.
- Multi-year grants have many benefits, the most obvious being increased organizational capacity, and sustainability. By having access to a pool of unrestricted funds, non-profits are able to make more significant capital investments without needing to see immediate return, giving them the kind of runway that is healthy.
- Multi-year funding also fosters increased transparency and accountability between funders and non-profits. Free from the burden of the application cycle, non-profits can communicate the implementation and impact of the granted funds, and foundations can better perform good grant stewardship practices and become better partners in the implementation of new projects.
- If multi-year grants are great for both non-profits and funders, why aren't there more of them? The biggest obstacle non-profits face to finding and attracting multi-year-friendly funders lies in their reporting.



# TELL THE STORY OF IMPACT

- To ensure that their money will be well-spent, funders (from one-time donors to perennial supporters) seek indicators that the programs and services run by the non-profit are actually making a difference in the cause they care about
1. *Begin with the end in mind*: Engage your constituents early and often, then think about the steps that will help you succeed. What is your organization's unique approach and what are the activities that will support you on your journey?
  2. *Lead with outcomes*. Create programmatic roadmaps that illustrate the events connecting a program's inputs to desired outcomes. This will help you identify specific moments to hone in on and will help you align your intentions. Make sure to reference standards like the UN Sustainable Development Goals to flesh out your framework and give it further context.
  3. *Collect the right data, all the time*. Impact will change from year to year and you can only discover new and interesting trends if you're collecting data at regular intervals. The right data is directly linked to your desired outcomes, so make sure to identify what is appropriate your organization and gather that information continuously.
  4. *Make your reports accessible*. Treat your report like a story and make it easy to tell. Share your results both internally and externally by publishing accessible and timely reports for your key stakeholders including employees, donors, board members, and beneficiaries. This will also create an open exchange of data, helping your organization and others to do more good, in a better and efficient way.
  5. *Empower data-driven decisions*. Tools like impact scorecards are most useful when they lead to actual decisions. Always keep in mind that you are collecting data not to archive, but to elicit change. Regular tracking, evaluation, and comparison of results will help your team make important improvements and let donors know the value they bring to impact results.

# ACTIVITY: ASSESS YOUR ORGANISATION'S FUNDRAISING STATUS

Fundraising	YES	NO
Do you have a dedicated fundraiser?		
Do you have sufficient funds to pay for fundraising expenses?		
Do you have a completed Case for Support / Concept Note for your strategy and all your programmes?		
Do you have an organisational and programme budget?		
Does your organisation consider funding at all relevant meetings (management, staff, Board etc.)?		
Would you say fundraising is institutionalised in your organisation?		
Does your board actively fundraise or support fundraising for the organisation?		
Does the leader of the organisation play an active role in ensuring that fundraising happens?		
Do you have a Fundraising Strategy?		
Do you have an (annual) fundraising plan?		
Programme Implementation		
Are all your programmes and projects clearly defined?		
Do you have the necessary human resources capacity to implement the programmes?		
Have you or do you measure the impact of your programmes?		
Do you collaborate with partners to deliver your programmes?		

# TOOLS FOR EFFECTIVE FUNDRAISING





# UNDERSTANDING THE FUNDRAISING LANDSCAPE

- **Understanding the Landscape:** there is no doubt that the most sustainable organisations are those who understand the landscape in the sector they operate in. They invest time and resources in understanding how the funding landscape is changing; investigating and understanding funders and their strategies; and using this knowledge to proactively drive resource mobilisation.
- **Research:** effective fundraising is grounded in solid research to understand the fundraising landscape; identify the correct funders; and stay abreast of new developments in the fundraising space.
- **Donor Engagement:** organisations should prioritise building relationships with donors before placing emphasis on responding to calls for proposals. The benefit of this approach includes being known to a donor who may seek to work with the organisation outside of the general application process.
- **Funding applications:** a last-minute approach to responding to funding applications is a guaranteed way of losing out on good funding. If the team is organised, and there is a clear fundraising process and systems are in place, funding applications could be completed in good time with all requirements met.

# PLANNING AND CO-ORDINATION

- **Co-ordination and administration:** co-ordination is the glue that holds an organisation's fundraising efforts together. It requires someone with the skills to hold people and processes together; who is target driven and has solid administrative skills.
- It starts by ensuring that the organisation's fundraising process is held by a co-ordinator who can bring the team together based on the fundraising needs; and who can ensure that administrative systems around fundraising are in place. Unless general fundraising co-ordination is held by a specific person/s, it will always end up being a last minute, disorganised endeavour.
- **Managing the Process:** an effective resource mobilisation process requires that the process referred to earlier is closely managed and held. This ensures that the organisation sticks to the process agreed and uses it to be efficient and effective in its fundraising.
- **Project Management:** an effective project management system can assist not only with the fundraising application process, but also with proper tracking and delivery of projects which are critical for continued funding. It is recommended that organisations adopt a project management approach, train all staff on it and use it to ensure quality deliverables and outcomes.

# SKILLS

- **Fundraising cannot be the job of one person, as it consists of a variety of roles and responsibilities and requires a range of skills to be successful.**
- **Relationship Building:** fundraising is often called “friend raising” because it is about relationship building. It is important for management and the board to take the lead in this friend raising.
- **Grant Writing:** a good proposal is based on excellent grant writing skills which includes the ability to use research, experience and good writing skills to put together an interesting story. These skills are rare but much needed and organisations are encouraged to make sure they have at least one competent grant writer.
- **Finance:** unrealistic and unsubstantiated budgets are often the reason why organisations do not succeed in their fundraising efforts. This does require a good understanding of budget techniques; costing of programmes and finance skills. It is therefore recommended that the finance and programme staff work together to bring the competencies needed for this area.
- **Communications and marketing:** there is a need for non-profits to have some form of skills in this area to support building visibility and to attract funding.
- **Research:** sustainability requires a proactive approach to fundraising. This means doing ongoing research; reading and staying tuned to the funding environment and funders. Good research skills are critical for this.

# MARKETING AND COMMUNICATION

- **Build Visibility:** social media and the Internet have provided tools for funders to do research on organisations. Those organisations who do not have a visible presence are at a disadvantage. It has therefore become compulsory for organisations to have at least one social media account that is updated regularly and a functional website where possible. In addition, communication is also about being able to regularly communicate with partners, stakeholders and funders, and to make visible the work and impact of the organisation. Organisations that are able to do this well, can attract funding from new channels like corporates.
- **Share Impact:** in the fight for resources, funders have also become more circumspect about who they fund and there is no doubt that the organisations who have been able to deliver quality programmes that are impactful; and who are able to share these stories of success and change widely; (including through thought leadership, advocacy and media engagement) are also the ones that attract the attention of funders. Impact becomes the key driver of funding decisions.
- Funders are always researching and exploring the work of organisations in their areas of interest; and funders speak to each other as well – meaning that an organisation that invests time and resources in being impactful and sharing information about this, may be noticed and/or approached by funders and other stakeholders.



# EFFECTIVE FUNDRAISING PRACTICE

- REFLECT..... On the past
- REVIEW.... The numbers
- TAKE STOCK ... of what worked & didn't work
- LEARN... from your mistakes
- PLAN... for a better future
- ACT... in terms of your plan
- Monitor ... Progress & adapt as required
- REFLECT...

# RESOURCE MOBILISATION

ROLES & RESPONSIBILITIES

# ROLES & RESPONSIBILITIES

*Even though your job description may not list “resource mobilisation” as part of your duties, in a sustainable organization, it is everyone’s responsibility!*

- Staff members at every level have a role to play in mobilising resources.
- Some staff members are responsible for representing the organisation to its donors and at official functions.
- Others:
  - **Are the lead writers on proposals that will be approved for funding.**
  - **Understand and deliver the programmes that require funding.**
  - **Know the organisation’s funding needs.**
  - **Conduct research**
  - **Manage communications**
  - **Understand programmes**
  - **Lead strategy**
  - **Know the numbers**

# ROLE PLAYERS

- Board
- Patron
- Executive director / CEO
- Senior management
- Programme staff
- Finance staff
- Administrative staff
- Communication staff
- Volunteers

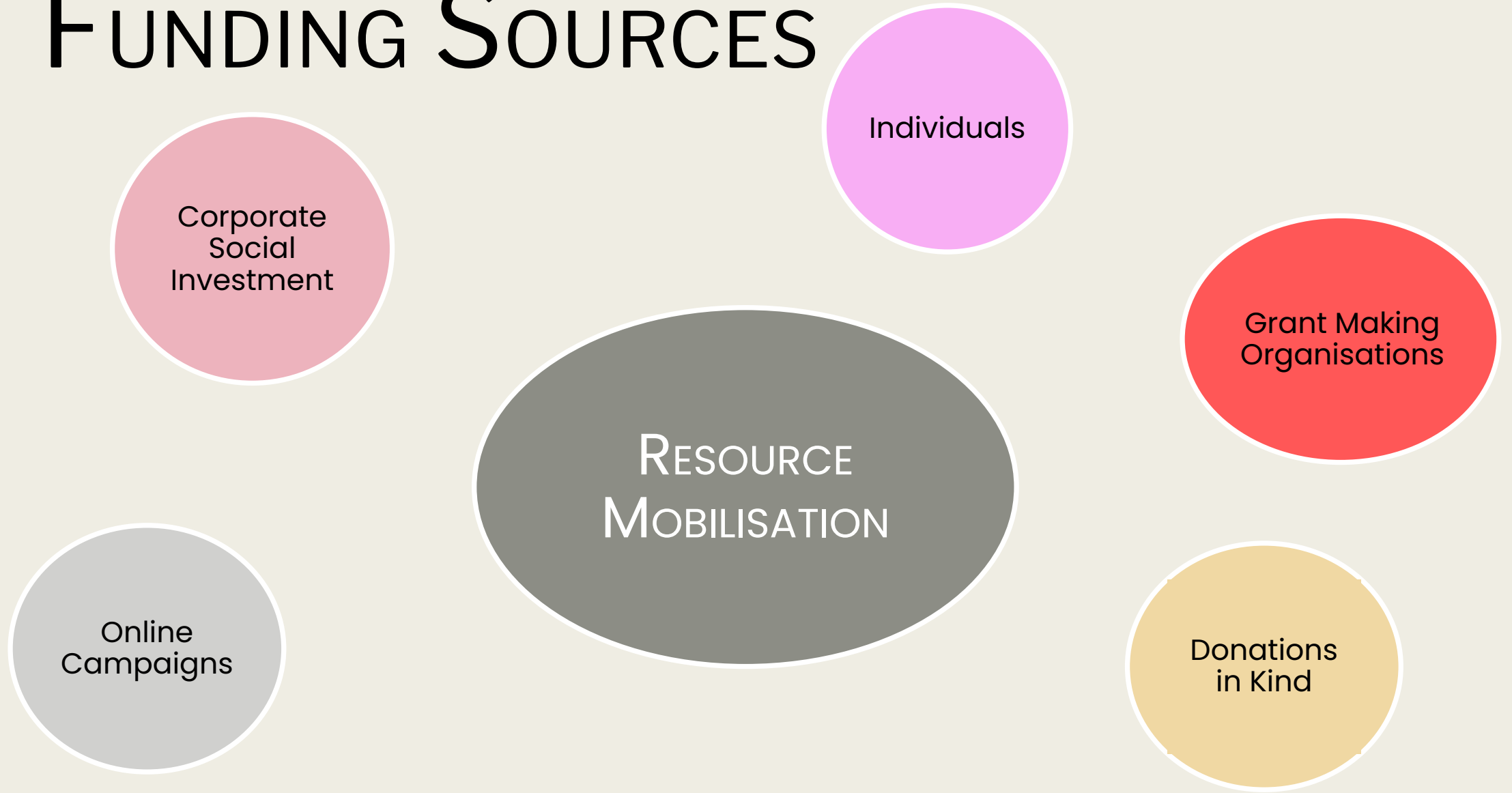
# **ACTIVITY : IS EVERYONE PLAYING THEIR ROLE IN FUNDRAISING?**

1. Which stakeholders in your organisation are most active and least active in the fundraising process?
2. Share tips on how this could be improved.

# ACCESSING FUNDING OPPORTUNITIES



# FUNDING SOURCES



**PEOPLE**



**PEOPLE**

# PLAN

1. REGISTRATIONS
2. ORGANISATION DETAILS
3. PROJECT INFORMATION
4. TARGET COMMUNITIES
5. BUDGET
6. MONITORING & EVALUATION

## DOCUMENTS

- Bank statements
- Bank Account Confirmation
- AFS
- Tax clearance certificate
- Registration certificates
- Annual Report
- Foundation Documents





# WHAT ARE YOU LOOKING FOR?

PROJECT / PROGRAMME FUNDING

THEME – EDUCATION, HEALTH, POVERTY

ORGANISATION/CORE FUNDING

WHO – YOUTH, WOMEN, CHILDREN

ONCE OFF / ONE YEAR / MULTI YEAR

HOW – PROJECT IMPLEMENTATION,  
RESEARCH, ADVOCACY, SERVICES

BUDGET



# WHERE TO START?

- OWN DATABASE
- GRANT PROCESS
  - DEADLINES
- DONOR INFORMATION



# PHYSICAL DATABASES

**Inyathelo:** Free at offices  
<http://www.fundingfinder.co.za/>

## **Papillon Press**

R800 for all 7 databases as excel  
spreadsheets



# ONLINE DATABASES

**Funds for NGOs** – free <https://www2.fundsforngos.org/>

or annual subscription – personalised email

Devex – <https://www.devex.com/membership>

Peak Proposals – Free <https://www.peakproposals.com/>

Hub Cymru – Free <http://www.hubcymru.org/hub/internationalfunds.html>

Individual Funders: Corporates

Tshikululu – <https://tshikululu.org.za/apply-for-funding/>



# OTHER RESOURCES

- FACEBOOK
- LINKEDIN
- INSTAGRAM
- TWITTER

Similar NPO funders – websites & annual reports

Referrals



# WHEN YOU FIND A POTENTIAL FUNDER

- Go to website: who do they fund, how do they fund, how much do they usually fund,
- Find out application process – online application, email LOI, proposal
- Pre-contact
- When are the due dates

Prepare the proposal and documents in time!



# EXERCISE

## RESEARCH A FUNDER

USING THE FUNDER SUMMARY  
TEMPLATE, FIND ONE RELEVANT  
DONOR & COMPLETE ALL THE  
INFORMATION REQUIRED IN THE  
FUNDER SUMMARY SHEET.



# ULTIMATELY...

## RELATIONSHIPS MATTER MOST

- **CURRENT FUNDERS**
- **NEW FUNDERS**
- **INDIVIDUAL SUPPORTERS**
- **NETWORKS**
- **BOARD NETWORKS**
- **PARTNERSHIPS**
- **COLLABORATE ACROSS SECTORS**
- **BE VISIBLE**
- **BE CREDIBLE**





# THANK YOU

- WHAT DID YOU LEARN TODAY THAT COULD ADVANCE YOUR FUNDRAISING EFFORTS?



# Shireen Motara

Founder CEO | Certified Coach | Gender Specialist |  
NPO Mentor

Deeply passionate about the potential of Women and Africa, and committed to addressing inequality.

Certified Coach: supports women to lead with courage and advocate for better workplaces and societies that recognise and value women's contribution.

As a Board Leader for over 20 years, Shireen has deep expertise in governance, and has supported organisations to build effective governance, programmes and leadership.

Roles in South Africa, SADC and the United Kingdom.

Clients: UN agencies, funders and corporates to implement effective and equitable programmes.

Qualifications: Masters degree in Law and post-graduate certifications in Coaching, HR and Business Administration.