

Fundraising & Strategic Partnerships

This area looks at how funding is raised, how strategic partnerships are developed, and who is involved. Fundraising will only be relevant to public foundations that fundraise for their operations.

Fundraising & partnership ethics

Who decides whose money is accepted?

Little or no participation:

- Donors are not asked about ethical issues like where funding originates, how it was earned, or what required restrictions are passed along to grantees.

Some participation:

- Staff may consult community in particularly challenging circumstances, like a donor or partner with ethical issues, funding that doesn't appear "clean," or severe restrictions that are passed along to grantees.

Substantial participation:

- Community is invited to express concerns about specific donors and/or specific partners, and this feedback leads to revision in fundraising targets and partnership strategy. Fundraising from donors with least restrictions in their grants is prioritized so community has more power in making decisions about how to utilize funding.

Full participation:

- Community makes all final decisions about who funds are raised from and how funds are used. Integrity of funding sources and capacity to use funding as community deems necessary are prioritized over accumulation of money or growth of foundation.

Who bears the burdens of funding requirements?

Little or no participation:

- Donors are not asked to loosen any requirements; burdens are transferred to grantees.

Some participation:

- Burdens of funding with lots of requirements are more equally shared between staff and grantees.

Substantial participation:

- Staff and community speak with each other and to donors about lessening and managing burdens of funding with lots of requirements.

Full participation:

- If desired, community negotiates funding requirements directly with donors, with support as requested from foundation.

Who determines strategic partnerships?

Little or no participation:

- Strategic partners are chosen for benefit to foundation, not to grantees or community.

Some participation:

- Strategic partners are chosen for amount of value foundation determines they have for grantees and community.

Substantial participation:

- Strategic partners may be identified and selected by grantees and community.

Full participation:

- Community fully identifies strategic partners and defines partnership agreements.

Fundraising, strategic partnership strategy & actors

Who determines strategy?

Little or no participation:

- Foundation determines fundraising strategy; there is no input from staff or community.

Some participation:

- Staff contribute to fundraising strategy, focusing on how to manage funding requirements between staff and grantees.

Substantial participation:

- Decisions about fundraising strategy and targets are made through staff consultations with members of community. Community aims and values are held alongside donor aims.

Full participation:

- Aims and relationships of community are valued and prioritized in fundraising strategy over any donor aims.

Who holds relationships?

Little or no participation:

- Only governance and leadership hold relationships with donors and strategic partners.

Some participation:

- Only governance, leadership, and fundraising staff have relationships with donors and strategic partners.

Substantial participation:

- Relationships with donors are brokered by staff with grantees and, as desired by community, with community members.

Full participation:

- Grantees and community decide whether and how to be involved with donors.

Fundraising & strategic partnership approach

Who owns “successes” of fundraising and partnerships?

Little or no participation:

- ❑ Donors and leadership claim and are honored for successes; grantees and community are not.

Some participation:

- ❑ Staff are honored for successes; any failures or learnings are not open.

Substantial participation:

- ❑ Grantee and community roles in successes are accurately accounted for; any learnings or failures on foundation part are openly shared.

Full participation:

- ❑ Successes, failures, and learnings on part of foundation, grantees, and community are openly discussed.

Who is involved in and compensated for donor interactions with grantees and community?

Little or no participation:

- ❑ If grantees are involved at all, they are expected to show only positive impact of foundation’s resources and partnerships; e.g., during donor visits. No compensation is offered to community for this role.

Some participation:

- ❑ Grantees and community are involved and may be compensated for hosting any visits by donors or partners.

Substantial participation:

- ❑ Community has decision-making power and oversight about how and where they are portrayed during fundraising, with donors, and in partnership development.

Full participation:

- ❑ Community decides how and whether to get involved in fundraising and partnership development. Community sets fundraising targets, determines partnerships, and decides on compensation policies and restrictions. Community decides how and whether they are portrayed in fundraising and partnership materials.

Why did you select the statements you did?

Resources:

- [Community-Centric Fundraising](#)
- [10 Principles of Community-Centric Fundraising](#), by Community Centric Fundraising