

# Fundraising Strategy 2019-2023



Nepal Water for Health (NEWAH)  
Kathmandu, Nepal

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## Executive summary

NEWAH is a leading national NGO that envisages transforming lives by increasing access to safe water, hygiene, and sanitation (WASH) services to people in need. Established in 1992, it is committed to developing and strengthening WASH infrastructures in the country by working directly with the local people and institutions, building their capacities to take ownership of their development, and providing them opportunities for socio-economic empowerment. Since establishment, NEWAH has worked in 51 districts of the country, reaching around 2 million people through over 2,300 projects ranging from drinking water supply to community-led total sanitation, multiple-use water systems, rainwater harvesting/3R, and nutrition and livelihood.

While Nepal has made great strides in expanding access to basic WASH services to its people over the past three decades, a substantial portion is still devoid of those services. Around 3.5 million people in the country do not have access to basic water services and another 10.8 million lack access to improved sanitation. Around 16 percent practice open defecation, and safe disposal of fecal waste continue to pose a critical challenge. The functional status of existing water supply schemes also remains poor with only 25 percent of all schemes functioning satisfactorily. Through its experience of working in the WASH for past 27 years, NEWAH is in a unique position to provide sustainable solutions to contemporary issues in the country's WASH sector and help realize its national SDG targets.

However, as the country moves towards federalism and more power is vested to state and local authorities, it has become more and more challenging for NEWAH to secure funding due to shifting donor priorities coupled with the stringent rules by the Social Welfare Council favoring local NGOs for funding over their national counterparts. Currently, NEWAH has one major donor—charity: water, albeit receiving funding from and having collaborated with many bi- and multi-lateral organizations and INGOs in the past. Besides, donors have started to demonstrate their preference for multi-sectoral projects with components ranging from agriculture and food security to ecosystems management over WASH only projects. Furthermore, the current fundraising environment is challenging, firstly due to the state of the economy, which has led to dwindling income and falling endowments among many international donors and, secondly, intense competition. Therefore, it's about time that NEWAH revisited its business model and adopt a planned and strategically guided approach to fundraising. While there are some new opportunities to tap into traditional WASH projects and geographies yet to cover, NEWAH should reposition itself in the market, cultivate new donor relationships and explore the various fundraising mechanisms in order to secure financial sustainability.

This fundraising strategy is developed to provide an integrated, realistic and achievable framework to bridge the existing funding gaps and assure the sustainability of NEWAH's financial future in the medium term (2019-2023). The overarching goal is to provide a detailed strategy to raise additional funding of US\$ 4.5 million by 2023, such that no more than 60% of its annual funding requirement comes from a single donor. Financing targets for the short and the medium term are set, and several strategies and mechanisms are developed to help NEWAH realize the targets. Fundraising will be spearheaded by a dedicated team capable of providing leadership for leveraging NEWAH's positioning and added value amongst donors, prospects, and partners. While NEWAH's strategic focus will continue to be guided by its objectives, NEWAH aims to widen its areas of engagement by incorporating multiple components and cross-cutting issues in WASH into the future projects to serve geographies and communities secluded from mainstream development.

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## List of acronyms

3R	Recharge, Retention, and Reuse
ADB	Asian Development Bank
AusAID	Australian Agency for International Development
CBO	Community-Based Organization
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DAO	District Administration Office
DFID	Department for International Development
DWSSM	Department of Water Supply and Sewerage Management
FRS	Fundraising Strategy
GESI	Gender Equity and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IFAD	International Fund For Agricultural Development
INGO	International Non-Governmental Organization
JICA	Japan International Cooperation Agency
MDG	Millennium Development Goal
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
ODF	Open Defecation Free
OECD	Organization for Economic Co-operation and Development
PEST	Political, Economic, Social and Technological
SDG	Sustainable Development Goal
SDP	Sector Development Plan
SEIU	Sector Efficiency Improvement Unit
SIDA	Swedish International Development Cooperation Agency
SNV	Netherlands Development Organization
SWC	Social Welfare Council
SWOT	Strengths, Weakness, Opportunities, and Challenges
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WHO	World Health Organization

## 1. Introduction

Nepal Water for Health (NEWAH) is a national level non-governmental organization (NGO) that specializes in safe drinking water, sanitation and hygiene (WASH) promotion. Established in 1992, NEWAH has been actively working with local communities to provide access to WASH facilities to people in need. After the rollout of the National Sanitation and Hygiene Master Plan in 2011, NEWAH is actively partnering with the local government to secure basic needs of water and sanitation of the poor communities and strengthen their capacity to undertake community development activities.

NEWAH is affiliated with the Social Welfare Council (SWC) - the governing body of the NGO sector in Nepal - and is registered with the District Administration Office (DAO) Kathmandu. NEWAH has an executive committee comprising seven members. It operates in selective districts of the country through the two Provincial offices located in Sindhuli (Province No. 3) and Baglung (Gandaki Province) and maintains over 90 professional regular staffs. It embraces gender equity and social inclusion (GESI) at both the organizational and program level.

NEWAH implements projects to help rural communities gain access to safe drinking water, hygiene education, and basic sanitation. So far, it has worked in 51 districts serving more than 2 million people (an estimated 7.5% of the national population) through over 2,320 projects funded by a wide range of donors. In the context where a substantial portion of the country's population still lack access to essential WASH services, NEWAH has a crucial role to play towards the achievement of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs), particularly Goal 6 on universal access to water and sanitation, and relevant sectoral goals of the Government of Nepal.

### **Vision**

Improving the quality of life of the people of Nepal through increasing access to safe drinking water, sanitation, and hygiene services.

### **Mission**

To bring water to the doorstep of the people, provide extensive health/hygiene education, and promote sanitation in communities through collaborative development programs.

### **Goal**

Improve the living standard of the Nepali people in greatest need through equitable and sustainable access to safe water, health, and sanitation services.

### **Objectives**

1. Providing technical knowledge and financial support for the construction of community water supply systems in partnership with local government
2. Integrate water, health and sanitation activities/services directly or in collaboration with local government or other agencies (NGOs, CBOs and other development partners)

3. Developing capacity of the individual and institutions in the sector to manage water, health and sanitation programs
4. Engaging in research and studies to enhance the sectoral knowledge base and involving in research-based deliberations and advocacy for policy reform
5. Collaborating with other agencies to leverage equitable and sustainable access to safe water, health and sanitation services
6. Supporting the state's policies and other stakeholders' programs to increase equitable and sustainable access to safe water, health, and sanitation services.

## 2. Case statement and rationale

### 2.1. Case for support

Nepal has made notable progress in expanding access to water and sanitation over the last few decades despite tremendous challenges such as poverty, challenging terrains, and conflicts. Basic water supply coverage in the country reached 87 percent of the population in 2015 (including 52 percent coverage by piped water supply systems)<sup>1</sup>, while in sanitation, Nepal has declared itself as the first Open Defecation Free (ODF) country in South Asia in October 2019—a groundbreaking move towards achieving Total Sanitation. The declaration was made after all 753 local levels and 77 districts in the country achieved the ODF status<sup>2</sup>.

Access to safe drinking water supply and sanitation services is fundamental to improving public health and meeting national poverty reduction objectives. In 1990, around 46 percent of the total population was using drinking water from the improved sources, and only 6 percent had access to toilet facilities. The Government of Nepal accelerated the momentum of water and sanitation coverage after internalization and incorporation in successive periodic plans, programs, and policies the United Nation's Declaration on Millennium Development Goals (MDGs) in September 2000 – an international time-bound commitment to reduce poverty and advance other social development targets by 2015. Since then, raising the quality of water supply and sanitation services has remained a priority program of the Government. Later in 2010s, access to water and sanitation became programs of the national movement guided by the National Sanitation and Hygiene Master Plan 2011. The Government set a national target to meet universal coverage of basic water supply and improved sanitation by 2017, which fell short. Recently, the Government has finalized the Nepal WASH Sector Development Plan (SDP), which will carry the commitment forward until its achievement by 2030<sup>3</sup>. Aligned with the Sustainable Development Goals (SDG), the SDP is guiding framework for harmonized planning, implementing, and monitoring all activities in the WASH sector.

Despite the progress, a significant number of Nepal's population still lacks access to improved water supply and sanitation facilities. Though the country is declared as ODF, a sizable proportion of households still lack access to improved sanitation, and 3.5 million people do

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<sup>1</sup> National Planning Commission (2016). Nepal's Sustainable Development Goals Status and Roadmap 2030

<sup>2</sup> <https://thehimalayantimes.com/nepal/nepal-declared-open-defaecation-free-country/>

<sup>3</sup> Ministry of Water Supply and Sanitation (2016). WASH Sector Status Report 2016

not have access to basic water services<sup>4</sup>. The functional status of existing water schemes remains poor – only 25 percent of all the country’s water schemes are reported to be fully functioning, 36 percent require minor repairs, and 39 percent require either major repairs, rehabilitation, or reconstruction<sup>5</sup>. Nationally, seven percent of households spent 30 minutes or longer fetching water. Water quality also remains a priority concern given the vulnerability of existing systems to contamination and poor water treatment practices. 71 percent of all water sources and 91 percent of those used by the poorest quintile are contaminated with E. Coli (*Escherichia coli*) bacteria – a major cause of diarrhea<sup>6</sup>. The safe disposal of fecal waste equally continues to pose a critical challenge in the country. Although water and sanitation coverage has been improving in schools, critical bottlenecks remain, particularly as they relate to girls and children with disabilities.

As is now widely recognized, lack of access to essential services such as water and sanitation contributes substantially to the high burden of disease that needlessly foreshortens and impairs the lives of far too many of Nepal’s citizens. Many people, both in rural and urban areas, are affected by water-borne diseases due to use of unsafe water and poor hygiene practices and inadequate sanitation facilities. Children, women, elderly and differently able people are the ones most impacted. The economic costs of ill health, medical treatment, lost time and opportunities caused by lack of access to these basic services account for several hundred million Rupees each year. On the other hand, the economic returns on water and sanitation investments are around 3.5 for water supply, 6.9 for sanitation, and 6.6 for fully integrated projects<sup>7</sup>.

Focusing on the organization’s key objectives, NEWAH manages projects and commissions services, providing innovative and high-quality solutions to WASH-related issues to the people in need. For the past 27 years, NEWAH has supported more than 2 million people through over 2,320 small, medium and large-scale WASH-related projects implemented across all three geographic zones and seven administrative divisions of Nepal. It’s a commitment to improving the living standards of the rural, marginalized and people living in poverty through access to improved WASH services is recognized widely, both within and outside of the country. Consequently, NEWAH is able to establish itself as a respectable NGO in Nepal, gaining the trust of the Government of Nepal at all levels, and local as well as international development partners.

While the strategic focus areas in the years coming will continue to be guided by its objectives, NEWAH endeavors to expand its areas of engagement in WASH by incorporating gender equity and social inclusion, climate change adaptation, clean energy, disaster risk preparedness, and food and nutritional management into its future projects and actions to continue serving remote communities secluded from mainstream development. Diversifying and growing funding is essential in order to deliver on these future aspirations. Through its

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<sup>4</sup> <https://www.unicef.org/nepal/water-and-sanitation-wash>

<sup>5</sup> UNICEF (2016). One WASH Annual Report 2016

<sup>6</sup> UNICEF (2016). One WASH Annual Report 2016

<sup>7</sup> Ministry of Urban Development (2014). Nepal Water Supply and Sanitation Sector Policy 2014



experience in designing and implementing innovative and responsive projects for the past 27 years, and a functional network of local, national and international partners, NEWAH is in a unique position to provide sustainable solutions to the contemporary issues in WASH and help the country with the timely achievement of its SDG targets.

## 2.2. Rationale for a Fundraising Strategy

During its establishment days, NEWAH accessed funds and partnered with prominent international agencies, including WaterAid, UNICEF, DFID, and Simavi to implement safe drinking water supply and improved sanitation projects across the country. Satisfied with NEWAH's working approach and commitment to producing verifiable results and long-term impact, many of these donors continued funding NEWAH during the early 2000s. In the mid-2000s, even at the height of the armed conflict, NEWAH continued accessing funds for WASH projects and expanding the geographic coverage to remote and war-stricken areas in the mid- and far-west regions of Nepal. During this period, not only was NEWAH able to retain its existing donors, but acquire new donors, including AusAID, Concern Worldwide, and the European Commission. During late 2000s and early 2010s, NEWAH had already established regional offices across all five development regions of Nepal and started accessing funds from several in-country donors including Plan Nepal and Oxfam, and went on to sign partnership agreement with USAID funded and Save the Children International Nepal led two large scale multi-year projects – SUSAHARA I and SABAL. However, it was during this period of national political transition, all but few existing donors could be retained due to their shifting policies, regional priorities and stringent rules by SWC favoring local NGOs as project partners over national NGOs. As a result, funding from many of NEWAH's long-term partners, including WaterAid and Simavi, either ended or shrank considerably.

Nonetheless, one prominent donor-charity: water-has continued its support to NEWAH since 2010, periodically increasing the funding support. Charity: water's funding envelope size grew substantially, from US\$ 100,000 in 2010/11 to 2.7 million in 2019/20. This made charity: water the only funding partner with sizeable funding to NEWAH in recent years. In 2019, both charity: water and NEWAH agreed to develop a fundraising strategy for NEWAH to avoid potential funding crisis by being solely reliant upon one funding partner. Both agreed that NEWAH would need to accumulate close to 40% of its income through external fundraising by 2023. Subsequently NEWAH recruited a dedicated fundraising staff who, among other tasks, is mandated to develop a fundraising strategy, generate intelligence with regard to the donor landscape including changes, trends and forecasting, and provide overall guidance to the organization in fundraising. After receiving charity: water's feedback on a previous fundraising strategy draft, the fundraising staff in close coordination with the Director and thematic managers have developed this current strategy, which is closely linked to NEWAH's operational plan for fundraising.

The rapidly changing WASH sector in Nepal, political and administrative reform, government's sectoral and development priorities, and donor policies, priorities, and



financing context is challenging NEWAH to rethink its business model and previous fundraising strategies. As the operating space and funding for NGOs of all types and sizes continue to shrink globally, there will be fewer and fewer resources available and increased competition for financing projects in the future. While there are some new opportunities to tap into traditional WASH projects (for instance, water monitoring using sensor technologies, multiple-use water system, etc.) and there are some geographies yet to cover, there is an immediate need for NEWAH to reposition itself in the market, reassess donors and cultivate new relationships and develop projects that contribute to realization of the national SDG targets.

This comprehensive fundraising strategy for NEWAH is developed to provide an integrated, realistic and achievable framework to bridge the existing funding gaps and assure the sustainability of donor financing in future projects. Fundraising will be spearheaded by a dedicated team capable of providing leadership, in addition to technical representation, for leveraging the NEWAH's positioning and added value amongst current and potential donors.

### 3. Fundraising goal and objectives

The overall goal of NEWAH fundraising strategy is to maintain the current funding level by charity: water and raise an additional amount of US\$ 4.5 million by the end of 2023 through various mechanisms.

To further the stated goal and improve its financial sustainability, NEWAH has prioritized five strategic objectives. These are:

- To identify and expand the base for donors and prospects, and obtain gifts, donations, and multi-year grants and contracts;
- To build fundraising infrastructure that is capable of handling a dynamic fundraising operation of the size and scope laid out in this strategy;
- To provide easy and effective methods for donor mapping, cultivating and maintaining relationships with donors and prospects
- To improve the organizational structure for fundraising, including streamlining processes, increased donor communication, integrating fundraising with regular programs, and building a stronger fundraising team that involves both board members and staffs; and
- To operate in a professional and entrepreneurial manner, utilizing best and proven practices in fundraising and measurable matrices.

### 4. Financing Targets

Financing target for NEWAH from sources other than charity: water is estimated at cumulative US\$ 500,000 in the short term (January 2020-December 2020), and US\$ 4.0 million in the medium term (January 2021-December 2023).

**Table 1: Financing targets by year**

Year Donor	2020		2021		2022		2023	
	Million US\$	%	Million US\$	%	Million US\$	%	Million US\$	%
charity: water	2.0	80	2.4	71	2.0	57	2.0	57
Others	0.5	20	1.0	29	1.5	43	1.5	43
<b>Total</b>	<b>2.5</b>	<b>100</b>	<b>3.4</b>	<b>100</b>	<b>3.5</b>	<b>100</b>	<b>3.5</b>	<b>100</b>
<b>Estimated beneficiary number</b>	<b>37,313</b>		<b>48,571</b>		<b>49,296</b>		<b>47,297</b>	
<b>Per capita cost (US\$)</b>	<b>67</b>		<b>70</b>		<b>71</b>		<b>74</b>	

By the end of 2020, NEWAH will strive to raise at least US\$ 500,000, followed by a gradual increase in the coming years, thus reducing charity: water’s funding from 100% in 2019 to around 60% by 2023. NEWAH shall continue to diversify funding sources, and beyond 2023, it will strive to achieve a state where no more than 40% of its annual funding requirement comes from a single donor. NEWAH will also seek to match donor funding received in the form of match funding or in-kind contribution also with the local government. Leveraging additional funds through matching will help NEWAH to maximize impact, improving the lives of the rural, poor and marginalized communities.

Throughout the remainder of 2019, NEWAH will continue to develop its structure and capacity for fundraising and at the same time, assess the donor landscape and cultivate new donor relationships. In the medium to long term, NEWAH will continue to develop innovative projects addressing contemporary issues in WASH, reach out to a broader donor base for funding, seek out effective consortia, and develop meaningful partnerships with partner organizations for the submission of strong and meaningful collaborative bids. While NEWAH may not always receive substantial cash income as a result of a partnership bid, however, there may be significant added value for the organization and its beneficiaries. Ensuring that the board members, staffs and partners work in a coordinated manner will enable NEWAH to acquire additional and diversified funding and achieve its financing targets timely.

## 5. Context analysis

### 5.1. National context

The macro-environmental factors related to political, economic, social, and technological characteristics of the country shaping fundraising in WASH and influencing project delivery are considered in the following PEST analysis.

<b>Political</b>	<b>Economic</b>
<ul style="list-style-type: none"> <li>• The political and economic power divided between three tiers of government (central, state and local), each with the autonomy to develop policies and programs and raise and spend revenue</li> <li>• Concentrated and integrated efforts by the Government to improve the water supply and sanitation situation in the country by formulating and enforcing conducive WASH policies, guidelines, and acts</li> <li>• MoWSS preparing a long-term sectoral development plan, which aims at achieving WASH sector goals by 2030</li> <li>• The government declaration of open defecation free (ODF) country and the move towards Total Sanitation.</li> <li>• Strong commitment by the Government to achieving the SDGs and relevant human development goals.</li> <li>• Integration of non-governmental efforts with the Government's targeted WASH programs</li> <li>• Lack of clarity in the roles and responsibilities between local government and other sector agencies for the development, operation, monitoring and regulation of WASH services at the local level</li> <li>• Shifting focus of policymakers from WASH only to poverty, food security, social inclusion, environmental services and sustainable development in the face of climate change</li> </ul>	<ul style="list-style-type: none"> <li>• The annual economic rate of return (ERR) of water supply and sanitation projects highly favorable in Nepal, with ERR exceeding 50% in many rural areas.</li> <li>• The WUSCs collect tariffs and recruit human resources to operate and maintain the water supply and sanitation schemes.</li> <li>• In many cases, revenue generated is inadequate to pay for staff salary, energy, chemicals, maintenance, and other costs.</li> <li>• The tendency of WUSCs to using available financial resources on the new projects rather than maintaining and repairing existing schemes.</li> <li>• The culture of raising funds for operations and maintenance of existing schemes rare, with only 4.5% of schemes having mechanisms to generate funds on a regular basis.</li> <li>• Geography poses a substantial challenge to universal access to basic WASH services as the unit cost of reaching remote and mountainous areas is high</li> <li>• The private sector and financial institutions are unable to invest in financially viable projects in the absence of a favorable cost recovery policy and legal provisions.</li> <li>• The poor and marginalized heavily burdened to pay up-front cash or voluntary labor contribution for the construction of water supply schemes and cost recovery-based water tariffs.</li> </ul>
<b>Social</b>	<b>Technological</b>
<ul style="list-style-type: none"> <li>• Increased awareness among the public on WASH-related matters such as the use of toilet and handwashing, household water treatment, and waste management.</li> <li>• Within communities, subtler forms of marginalization still determine access to water and sanitation.</li> </ul>	<ul style="list-style-type: none"> <li>• Technologies tried and tested in industrialized countries still not widely adopted in the country due to the presumption of being costly to install and maintain in long term.</li> <li>• Only about a quarter of all water supply schemes functioning well, while the remaining require minor/major repair or rehabilitation work.</li> </ul>

<ul style="list-style-type: none"> <li>• Barring menstruating and postnatal women and Dalits from using family water points and toilet facilities still a taboo widely practiced in many rural communities of the country.</li> <li>• Access to and use of improved sanitation facilities, including the provision of handwashing place with soap, determined mainly by socio-economic status of households</li> <li>• Government policies and programs in WASH tend to be geography-based (targeting specific geographic areas) rather than based on equity and inclusion.</li> <li>• The existing water supply and sanitation services have become inadequate in many rural communities due to the increased population and improved living standards of the people.</li> <li>• Absence of sanitary waste management practices, especially in emerging towns, impairing the benefits of improved water supply and sanitation.</li> </ul>	<ul style="list-style-type: none"> <li>• The functionality of the water supply and sanitation schemes highly depends on the managerial and technical capacity of the WUSC and service providers.</li> <li>• Rural water supply schemes designed and operated based on a small surface and sub-surface sources prone to drying out even from slightest change in climatic, geological, and land-cover condition in the catchment.</li> <li>• Global climate change making water supply sources vulnerable to depletion and drying out.</li> <li>• Maintenance technicians, more often in rural areas, lack needed skills and are inadequately supervised.</li> <li>• Often the quality of material and workmanship used in the construction in rural areas are poor resulting in higher operation and maintenance costs.</li> </ul>
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## 5.2. Partner/competitor analysis

There are multiple institutions in Nepal to support WASH services. Among them, the Ministry of Water Supply and Sanitation is the policy-formulating agency, and the Department of Water Supply and Sewerage Management (DWSSM) under the Ministry is the lead agency responsible for planning, implementation, operation, repair and maintenance of water supply and sanitation systems throughout the country. Other institutions under the Ministry, such as Nepal Water Supply Corporation, Rural Water Supply and Sanitation Fund Development Board, Water Supply Tariff Fixation Commission, and Sector Efficiency Improvement Unit (SEIU) are involved in technical backstopping, WASH service regulation and support the government in sectoral policymaking and development efforts.

Apart from the Government institutions, some UN agencies and many INGOs, civil society organizations (CSOs), federations and networks, research organizations, and private national and international companies are involved in WASH sector development and promotion in the country. Among the UN agencies, UNICEF, UNDP, and WHO, through their separate WASH section, conduct research, provide technical and policy support and implement programs related to WASH in the country.

Prominent INGOs that have contributed substantially to the development of WASH sector in Nepal include charity: water, Splash, WaterAid, Simavi, Concern Worldwide, Stichting Terre des Hommes Nederland, Oxfam International, Water Missions International, World Vision

International, Mercy Crops, ADRA Nepal, SNV, and International Development Enterprises (IDE). Not only have the INGOs supported several hundred thousand households gain access to basic drinking water and sanitation facilities, but also advocated and lobbied for sound policies and regulations in WASH sector and made efforts to make government accountable if there is a lack of access to clean drinking water and sanitation.

The SEIU emphasized to increase the role of CSOs in supporting the government to achieve its WASH sector goals by 2030. There are many CSOs involved in WASH development and promotion in Nepal since 1990s. However, only few CSOs continue to specialize in WASH. NEWAH is among the pioneer CSOs that focuses primarily on WASH development and promotion in the country, serving millions of rural people through access to safe drinking water and sanitation services since its establishment in 1992. Apart from NEWAH, few other CSOs engaged in WASH development and promotion include Integrated Development Society (IDS) Nepal, Nepal Red Cross Society, SAPPROS Nepal, Environment and Public Health Organization (ENPHO) Nepal, Biogas Sector Partnership (BSP) Nepal, Community Development Forum (CODEF) Nepal, SEBAC etc. In addition to these national-level CSOs, there are numerous local level CSOs across all local administrative divisions of the country. While geographic scope may be the primary difference between the national level CSOs and local level CSOs, both rarely have their own source of funding and rely on donor support to implement WASH projects to achieve their organizational goals. This group of CSOs is analogously called NGOs in common terminology.

Another group of CSOs, federation, and networks are also actively engaged in WASH development and promotion in the country. Prominent CSOs in this category include Federation of Drinking Water and Sanitation Users Nepal (FEDWASUN), WASH Resource Centre Network Nepal (WASH-RCNN), National Federation of Irrigation Water User's Association (NFIWUAN) and WASH Alliance Nepal (WAN). This group of CSOs primarily advocate for water and sanitation rights for all, brings disadvantaged people's issues to the attention of policymakers and service providers, facilitate information sharing and promotes good governance in user's groups and service providers.

Notable organizations involved in WASH-related research in the country, apart from institutions for higher education, include the Water Resource Research and Development Center under the Ministry of Energy, Water Resource and Irrigation, the International Water Management Institute (IMWI) Nepal, and Nepal Development Research Institute (NDRI). These organizations are engaged in both experimental and action research, generating sound evidence to contribute policy changes to address the contemporary challenges in WASH. Research areas include, but not limited to, surface and groundwater quality, water-borne diseases, water-induced disasters, irrigation development, climate change impact, solid waste and sludge management, water resource governance, and sustainable water resource management.

Recent years have witnessed increased involvement of private companies in WASH development and promotion in Nepal. Some national companies include SILT Consultants, Environment and Resource Management Consultant (ERMC), Nepal Environmental and Scientific Services (NESS), ITECO Nepal Pvt. Ltd., MEH Consultants Pvt. Ltd., etc. These for-profit companies receive project contracts from the Government and bilateral/multilateral agencies for a specific period and execute projects individually or in joint ventures with other companies. Moreover, international companies such as Development Alternatives Inc. (DAI), Abt Associates, Chemonics International Inc., AECOM, Mott Macdonald, Practical Action Consulting, etc. have been awarded medium to large-scale projects by bilateral/multilateral agencies such as USAID, DFID, JICA, European Commission, GIZ, SIDA, World Bank, and ADB. Large international companies, as such, generate substantial revenue and are able to draw on the expertise of a wide range of experts from around the globe, thus exerting competitive advantage over local organizations. Nonetheless, they collaborate with local people and organizations in most WASH specific projects they are awarded in the country.

### 5.3. Organizational context

The following SWOT analysis highlights NEWAH’s current position in terms of fundraising:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A highly specialized organization with a national presence</li> <li>• Good track record in the WASH sector</li> <li>• Innovative and open to new ideas</li> <li>• Committed Board of Directors and members</li> <li>• Experienced, competent and passionate staffs</li> <li>• Support and acceptance from local government and communities</li> <li>• Experience of working with diverse donors</li> <li>• Established track record in project delivery</li> <li>• An excellent network of partners and attractive to collaborate</li> <li>• Current donor willing to support a fundraising staff position</li> </ul>	<ul style="list-style-type: none"> <li>• Highly dependent on one donor</li> <li>• Limited to WASH sector</li> <li>• Lack of flexibility to adapt and respond to changing priorities of donors and partners</li> <li>• Inability to present a solid case for support for fundraising</li> <li>• Board of Directors and members less involved in fundraising</li> <li>• Lack of sufficient resources for fundraising</li> <li>• Lack of updated communication materials for marketing</li> <li>• Lack of a proper business plan</li> <li>• Limited previous experience in fundraising</li> <li>• Lack of awareness amongst many NEWAH staffs about funding challenges</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Building on NEWAH’s hard-earned reputation</li> <li>• People in remote areas still lack access to WASH</li> </ul>	<ul style="list-style-type: none"> <li>• Intense competition for project funding, particularly in WASH</li> <li>• Limited geographies/local administrative bodies remain for implementing traditional WASH projects</li> </ul>



<ul style="list-style-type: none"> <li>• The expectation of support from local authorities and communities from organizations such as NEWAH</li> <li>• Local governments willing to co-fund projects</li> <li>• Frontier technologies such as remote water monitoring systems trialed by NEWAH can attract new donors from a sustainability perspective</li> <li>• Mobilize the expertise and linkages of the Board of Directors and members</li> <li>• Experience of integrating nutrition, agriculture, and education in WASH</li> <li>• An increasing number of donors willing to give to causes that directly contribute to SDGs</li> <li>• New fundraising techniques to trial</li> <li>• charity: water willing to support NEWAH’s fundraising initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Not keeping up with emerging technologies in the WASH sector, particularly in the area of safe drinking water</li> <li>• Lack of positive attitude among Government, media and the general public living in cities about NGOs</li> <li>• Changing Government policies and regulations on NGOs</li> <li>• In-country fundraising not encouraging</li> <li>• Competition with large INGOs while project bidding</li> <li>• Revised SWC rule demands INGOs to partner with local NGOs</li> <li>• Donor priorities slowly shifting from WASH</li> <li>• Withdrawal of even one key donor threatening the financial stability of the organization</li> </ul>
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Through understanding the organization’s strengths and current opportunities in fundraising as well as the weaknesses and threats that affect fundraising, NEWAH can plan more effectively and safeguard financial sustainability to ensure more substantial impact for communities.

#### 5.4. Implication

The current state of political transition and national restructuring has brought both opportunities and challenges to NEWAH’s fundraising. The devolution of authority will create opportunities for ease and an even stronger partnership between NEWAH and the state and local government in future projects. Enforcement of conducive WASH policies by the government and the internalization UN SDGs and other human development goals in its policies and programs reinforces the need for collective and coordinated action to achieve policy goals and sectoral targets. The role of NEWAH to help government achieve the common goal of people leading healthy, prosperous and dignified lives has become more evident in recent times. Despite an encouraging political environment, the current economic, social and technological environment poses immense challenges. The areas that remain to be covered with basic water supply and sanitation services are mostly rural, topographically challenging and marginalized from mainstream development. Therefore, unit cost of each water supply and sanitation project is expected to be high, requiring more funds per project and potentially lower rate of return during the initial years. Other challenges are brought by lack of human and financial resources to operate and maintain rural water supply and sanitation schemes, inadequate and arbitrary tariff collection, lack of financing from private sector, use of archaic technologies, and prevalent gender, caste, and wealth-based discrimination. NEWAH must remain vigilant to the existing situation on the ground and generate funds for innovative projects that, besides providing access to basic and improved WASH services, addresses the



prevailing socio-economic and technological issues, aligned with the current priorities of the government and donor agencies. Furthermore, it is important to reach outside the sector to help make WASH a priority and to emphasize its critical nature for the success of other key development areas such as health, nutrition, economy, and the environment.

For sustainable WASH to reach everyone everywhere, partnerships play a fundamental role. Our partner/competitor analysis sheds light on some major governmental, civil society, research and private institutions actively engaged in WASH development and promotion in Nepal. Since the establishment, NEWAH has worked with a diverse range of national and international partners to promote access to WASH services for the poor, rural and marginalized communities, helping to transform lives. In the future also, NEWAH will seek meaningful partnerships based on the common interest for WASH development and promotion in Nepal, to help support the common goal of healthy, prosperous and dignified lives of people. Further, we will seek collaboration with key sector actors and stakeholders, including the government, to enhance our efforts and create synergy to achieve the goal. Our programmatic approach will be such that it will allow us to work with diverse partners and stakeholders, both within and outside of the sector, and contribute towards strengthening the sector's effectiveness and capacity to deliver services. Moreover, NEWAH will strive to develop effective partnerships with partner organizations for the submission of strong and meaningful collaborative bids. Developing mutually beneficial relationships with partner organizations and seeking out effective consortia will further strengthen NEWAH's position as a leading and trusted partner in WASH sector.

Our SWOT analysis highlighted several strengths of NEWAH, including decades of experience and expertise in WASH, track record in project design and delivery, goodwill, and support from local people as well as government at all levels and an established partner network. It also identified several opportunities for fundraising within the prevailing context. Apart from the strengths and opportunities, the success of NEWAH fundraising cannot be disassociated from the several issues that need to be addressed quickly, as identified in the weakness and threats section of the SWOT. One prominent weakness that needs immediate action is NEWAH's heavy dependence on a single donor. We plan to address this and other weaknesses by diversifying future programs and projects, adapting to changing priorities of donor agencies, developing a convincing business plan, adopting and scaling up of novel and efficient technologies in WASH, updating the existing communication and fundraising materials and building a strong fundraising team. Any action targeted to overcome the weaknesses and minimize potential threats require an in-depth understanding by staffs and Board members of the current position of NEWAH and the external environment affecting fundraising in order to work in a coordinated manner (with defined roles and responsibilities) to achieve specific targets set in this strategic fundraising document.

## 6. Key Strategies

### 6.1. Strengthen fundraising infrastructure

In order to effectively carry out this fundraising strategy, NEWAH will need to develop, update and strengthen its current fundraising infrastructure. Fundraising infrastructure includes everything that will help fundraise, such as skilled staff, updated website and donor database, communication and marketing materials, and office supplies. The current donor (charity: water) agreed to support a dedicated fundraising staff responsible for providing leadership in fundraising. However, some key fundraising infrastructures either need to be developed from scratch or need update, strengthening and enlargement, as illustrated in the SWOT analysis. While the dedicated fundraising staff has been recruited recently, the capacity of some NEWAH headquarter staffs is low in areas related to fundraising, the website is unappealing and not updated regularly, marketing and communication materials are outdated, a donor database does not exist, business plan document is lacking, and the board members' fundraising skills and ability needs capitalizing. Therefore, the following activities will be carried out to further strengthen NEWAH's fundraising infrastructure;

- Redesign NEWAH's existing website with new features and updated information to support fundraising activities
- Regularly share relevant news/information through NEWAH's social media handle on Facebook and Twitter
- Develop communication and marketing materials including brochures, fact sheets, booklet/leaflet, and make them available for wider public by uploading those in NEWAH's website, sharing on social media platforms and distributing print copies
- Develop a donor database and tracking system
- Develop a well-crafted and professional business plan document
- Strengthen staff's fundraising capacity through training, exposure and demonstration, role descriptions and regular information sharing
- Make the board members aware of current best practices in fundraising and capitalize their fundraising skills and abilities in approaching donors. Update Fundraising templates: cover letters, acknowledgment letters, concept notes and proposals

### 6.2. Market repositioning and visibility

Over the course of 27 years, NEWAH has been able to prove itself as a competent NGO in Nepal's WASH sector, trusted by the government and multiple donors and national/international partners. It has established a brand for itself—delivering high-quality WASH services timely and to those in most need. NEWAH has always capitalized on its core strength—ability to deliver safe drinking water and sanitation services to remote and hard-to-access geographies at low cost. However, as the country reaches close to achieving universal

access to basic drinking and sanitation services, it has become more challenging for NEWAH to obtain funding for traditional WASH projects. The government, as well as donors, are slowly shifting focus from funding WASH only projects to funding multi-sectoral projects with components for agriculture and food security, environment and ecosystem conservation, market development, climate change mitigation, and adaptation, GESI, institutional strengthening, and good governance, etc. INGOs, too, seek partners with a diverse range of experience. Thus, fundraising will be challenging if NEWAH continues branding itself as an NGO that specializes in WASH only and fails to adapt to the changing funding climate. NEWAH needs to rebrand and reposition itself so that it enjoys greater visibility in the market and increased opportunities for fundraising. With this realization, the following activities will be carried out to improve NEWAH's market positioning and visibility;

- Discuss with the Board of Directors and members whether NEWAH's organizational scope and objectives need to be revisited and widened
- Communicate NEWAH's future aspirations, in terms of projects and partnerships, through website, social media platforms, and marketing materials (brochure, leaflet, etc.)
- Welcome opportunities for partnership in projects covering multiple sectors and cross-cutting themes besides WASH, and identify components where NEWAH can significantly add value
- If necessary, build staff's knowledge and capacity in relevant areas such as agriculture, nutrition, water resource, and ecosystem management, climate change adaptation, disaster risk preparedness, etc.
- Increase participation in national level meetings, workshops, and seminars in WASH and communicate NEWAH's strengths and future aspirations among donors, partners, and the government

### 6.3. Donor mapping and segmentation

Donor mapping and segmentation is a very efficient way to identify the funding landscape and broaden the donor base for increased funding. It will help NEWAH identify donors, break them down (segment) into groups, know their background and targets, and methods of reaching out to be steps ahead in competition for funding. The first step in donor mapping and segmentation is to prepare a donor database from research into NEWAH's yearly and other periodic progress reports since establishment, internet research, Government of Nepal and SWC publications, suggestions from the board members, staff and partners, etc. An essential fundraising infrastructure, the donor database will cover donors who fund WASH-related programs, projects, and activities, and who have funded NEWAH previously, are currently funding NEWAH's projects/activities, or have not funded NEWAH previously but are prospective. The listed donors will be segmented based on the following segmenting criteria;

1. Type
  - 1.1. Bilateral– USAID, DFID, AusAID, SIDA, SNV, NORAD, DANIDA, GIZ, JICA, KOICA, ChinaAid, embassies, etc.
  - 1.2. Multilateral– UNICEF, UNDP, WHO, FAO, World Bank Group, ADB, IFAD, European Commission, OECD, IDA, GEF, etc.
  - 1.3. Foundations and Trusts– The Bill & Melinda Gates Foundation, The Coca-Cola Foundation, Caterpillar Foundation, Annenberg Foundation, Kadoorie Charitable Foundation, Jubilee Foundation, Global Greengrants Fund, Green Climate Fund, etc.
  - 1.4. INGOs– charity: water, Splash, WaterAid, SIMAVI, Concern Worldwide, Stichting Terre des Hommes Nederland, Oxfam International, Water Mission, Water for People, World Vision International, IDE, Mercy Crops, etc.
  - 1.5. Private Corporations and Businesses– Chaudhary Group, IME Group, Nirma limited, Nocil limited, Agrocel Industries Pvt. Ltd., Riddhi Siddhi Developers Pvt. Ltd., F1Soft International Pvt. Ltd., etc.
2. Relationship
  - 2.1. Current– charity: water
  - 2.2. Former– WaterAid, DFID, AusAID, Concern Worldwide, UNICEF, Simavi, etc.
  - 2.3. Prospective– SIDA, NORAD, GIZ, JICA, ChinaAid, WHO, FAO, Chaudhary Group, etc.
3. Thematic Focus
  - 3.1. Primarily WASH– charity: water, Splash, WaterAid, Simavi, Water Mission, etc.
  - 3.2. Multiple– USAID, DIFD, GIZ, AusAID, NORAD, DANIDA, SNV, JICA, etc.
4. Geographic Focus
  - 4.1. Nepal only– INGOs such as Nepal Community Development Foundation, local charities such as Namaste Community Foundation, and Nepal based private corporations and businesses such as the IME Group
  - 4.2. South Asia– SAARC Development Fund, Nirma limited, Nocil limited, Agrocel Industries Pvt. Ltd., etc.
  - 4.3. Everywhere– USAID, DFID, AusAID, SIDA, SNV, NORAD, UNICEF, ADB, IFAD, OECD, etc.

The output of mapping and segmentation is a table (a template of the table is provided in Annex IV) where information on around 50 donors is provided.

Donor mapping and segmentation is one of the priority activities of NEWAH’s fundraising strategy and will be completed by December 2019.

## 6.4. Donor communication and cultivation

Maintaining a uniform system of donor communication will be a key factor in leveraging the time and resources of NEWAH as we grow our donor base. In pursuing donor cultivation, the key technique will be to communicate effectively our message and needs.

In order to provide non-monetary methods for potential donors to get involved with NEWAH before making any financial commitment, NEWAH will prepare a list of volunteer opportunities where donors (or their representative) can volunteer to understand our work and impact on the ground. Similarly, we will develop a list of in-kind donations that would be beneficial for the organization's projects and activities and inform on our efforts to get prospective donors involved in our work besides monetary giving.

Next, NEWAH should strengthen its communications with donors and prospects. This will be comprised primarily of non-solicitation communications for the purposes of building relationships, along with a few well-timed solicitations asks. Our communications strategy will utilize variety of tactics including E-mail, phone calls and, postal mail. Using these tactics, NEWAH will seek opportunities for the fundraising team and/or the Director to hold one-on-one and small group meetings with prospective donors to inform them about the NEWAH's mission and current state of affairs and NEWAH's aspirations including future projects. These meetings will often be "non-ask" meetings where the actual ask will take place after the meeting has been completed. The goal should to engage donors, tell them our story and our needs, and to make them feel like part of our team, and after we have identified their area of interest, we can ask for funding in an effective manner in subsequent follow-up phone calls, emails and/or meetings. After this initial contact, the fundraising team and or the Director of NEWAH need to communicate with the prospect on a regular basis to answer questions and queries, tell more stories and eventually seek their support. Furthermore, in order to retain and cultivate new donor relationships, NEWAH should institute donor recognition to thank, acknowledge donors, after each communication, meeting, and giving to encourage them to support NEWAH on a regular basis. All donors who commit to giving or actually give will receive personalized thank you notes from board member volunteers or the Director of NEWAH.

However, NEWAH needs to be prepared before seeking formal/informal communication with potential donors. The preparation should be in terms of clarity in support that will be sought from the donor (gift, in-kind support, project/program funding, etc.), mode of communication that is most preferred by the donor, and the script of initial communication and the subsequent follow-up and recognition communication. The following activities will be carried out to expedite and strengthen donor communication and cultivation;

- Research/organize lists of volunteer opportunities and in-kind donations at NEWAH
- Prepare scripts and materials for donor communication, donor meetings and ask events

- Perform basic research on donor giving ability, source of funds, the prospect for project funding, etc.
- Communicate with the prospective donor for formal/informal meeting opportunities
- Perform follow-up with prospective donors to determine their level of interest and strengthen relationship. If potential donor indicates some level of interest, add to prospect mailing list to make appropriate communication in the future.
- Prepare thank-you call/mail script and forms.

## 6.5. Explore fundraising opportunities

While the above constitutes traditional strategies, there are now multitude opportunities online for fundraising. Bi/multilateral agencies and INGOs regularly call for expression of interest, concept notes and proposals and post them online on their website or third-party websites. Therefore, NEWAH must regularly visit relevant websites for fundraising opportunities and apply to relevant calls following instructions provided. To facilitate search, websites of key prospective donors and third-party ad-hosting websites will be bookmarked and checked regularly.

Yet another way to explore opportunities is through friends, acquaintances and formal/informal contacts in government and national and international organizations who can provide valuable information about ongoing and upcoming projects/programs and possibility for funding and partnerships. NEWAH staffs (and the board members) must proactively solicit information on a regular basis and act quickly should any opportunity come up.

## 7. Financing mechanism

Going forward, NEWAH has the potential to access funding from 1) Direct cash gifts and donations, 2) Non-cash gifts and donations, 3) Grants, 4) Contracts, and 5) Open-market.

Both direct cash and non-cash gifts and donations may come from an individual, government, a for-profit organization, or a non-profit organization. A letter clearly identifying the support as a gift or a donation must accompany any gifts or donations given to NEWAH. The scope of gifts and donations can be a specific area (for e.g., endowment, staff positions, equipment, vehicle, etc.) and must be clearly mentioned in the enclosed letter, or NEWAH may use them in its priority areas. There will be no obligation to submit detailed technical or financial reports beyond acknowledgment and stewardship reports in the case of gifts and donations received, nor can there be any contractual terms and conditions. NEWAH staff and the board members should diligently seek out opportunities for major gifts and donations to build cash reserves and endowment for additional staff positions, program costs and equipment, and vehicle and equipment.



So far, the majority of donor contributions provided to NEWAH have been in the form of grants, as either unrestricted funding or restricted funding earmarked for specific projects or for covering specific expenditures of NEWAH headquarter and project offices. This kind of contribution from an individual, government, a for-profit organization, or a non-profit organization may specify limited terms and conditions. Currently, charity: water is the largest contributor in this category and previously, organizations such as WaterAid, Concern Worldwide, SIMAVI, and UNICEF provided restricted funding for specific projects. A grant agreement stipulating payment, reporting, and other terms and conditions will be signed between NEWAH and the funding organization. In addition to acknowledgment reports, the donor expects detailed financial and technical reports periodically in the case of restricted grants. While in the future, it is expected that restricted grant contributions will continue to represent the bulk of funding for NEWAH, it will also put effort into receiving unrestricted grants as contributions for endowments or other specific purposes.

Another financing mechanism is a contract, a form of procurement provided by a for-profit organization or a non-profit organization. Contracts can come in many forms (e.g., Service Agreements, Sponsored Research Agreements, and Consortium Agreement). The donor or the contracting partner defines the detailed scope of work in the contract document. In addition, the formal contract document will also stipulate payment, reporting, IP rights, confidentiality, and liability terms. Notably, NEWAH has previously signed contractual agreements with USAID during the implementation of SUAHARA I and SABAL project, where NEWAH was a consortium partner for project implementation. Learning from its past experience of working as a consortium partner, NEWAH in the coming days will seek effective partnership as a consortium partner and only sign contractual agreements if there will be substantial value-added for NEWAH from the partnership.

Lastly, there is the open market. This is a broad term, encompassing not only selling things (merchandises) or other materials in order to generate funds through in-house fundraising but also includes online fundraising campaigns, competing for funds, grants, awards, and competitive bidding. This might be the most challenging of all the five mechanisms, not only because substantial funding is not assured but also because ethical considerations might come in play, particularly for in house fundraising and online fundraising campaigns. Having said that, open market should not be least priority because the reward is huge and does not require aggressive donor communication and cultivation, therefore saving time and resources of NEWAH.

## 8. Ethical considerations

While NEWAH is approached by a donor, it will carry out vetting of the donor using standard practice. In doing so, NEWAH will adhere to the following standards:

- Fundraising activities carried out by NEWAH will comply with all relevant laws.
- Any communications to the public made in the course of carrying out a fundraising activity shall be truthful and non-deceptive.



- All monies raised via fundraising activities will be for the stated purpose of the appeal and will comply with the organization's stated mission and purpose.
- All personal information collected by NEWAH is confidential and is not for sale or to be given away or disclosed to any third party without consent.
- Nobody directly or indirectly employed by or volunteering for NEWAH shall accept commissions, bonuses, or payments for fundraising activities on behalf of the organization.
- No general solicitations shall be undertaken by telephone or door-to-door.
- Fundraising activities should not be undertaken if they may be detrimental to the good name or community standing of NEWAH.
- Financial contributions will only be accepted from companies, organizations, and individuals the Board considers ethical. Companies and organizations specifically excluded from making financial contributions to NEWAH include gambling, tobacco and alcohol companies.

## Annex I: NEWAH’s fundraising calendar for 2019/20

<b>Strategy</b>	<b>2019</b>				<b>2020</b>											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Recruit a dedicated fundraising staff	*															
Research best practices and prepare a fundraising strategy	*	*														
Strengthen NEWAH’s fundraising infrastructure			*	*	*	*	*									
Market repositioning and visibility					*	*	*	*	*	*						
Map and segment donors and prospects					*	*	*									
Donor communication and cultivation								*	*	*	*	*	*	*	*	*
Explore for fundraising and partnership opportunities	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Prepare and submit concept notes/proposals, and follow-up					*	*	*	*	*	*	*	*	*	*	*	*
Review and document fundraising performance															*	*

## Annex II: Fundraising action plan 2019-2023

Period	Activities	Outcomes
<p><b>Immediate term</b></p> <p>Sep 2019-Dec 2019</p>	<ul style="list-style-type: none"> <li>• Recruit a dedicated fundraising staff</li> <li>• Research best practices in fundraising and finalize a Fundraising Strategy document for until 2023</li> <li>• Gather intelligence on donor and prospects, prepare a donor database and establish a tracking system</li> <li>• Redesign NEWAH’s existing website with new features and updated information to support fundraising activities</li> <li>• Revive NEWAH’s social-media handles (in Facebook, Twitter, etc.) and regularize sharing relevant news/information through the handles</li> <li>• Explore online and newspapers for the call for concept note/proposals and use existing contacts at I/NGOs and donor agencies for partnership opportunities in future projects</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising Strategy approved and firmly established</li> <li>• Prepared donors and prospects database and established a system of tracking</li> <li>• NEWAH’s website and social media pages generate larger view and engagement of prospects, followers, and supporters</li> </ul>
<p><b>Short term</b></p> <p>Jan 2020-Dec 2020</p>	<ul style="list-style-type: none"> <li>• Develop communication and marketing materials including brochures, fact sheets, booklet/leaflet, and make them available for wider public by uploading them in NEWAH’s website, sharing on social media platforms and distributing print copies</li> <li>• Prepare and finalize a professional and realistic business plan document</li> <li>• Capacitate board members and NEWAH staffs on best practices in fundraising through training, exposure, role description, and other activities</li> <li>• Update Fundraising templates: cover letters, acknowledgment letters, concept notes and proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Donors and prospects mapped and segmented</li> <li>• NEWAH’s business plan approved and firmly established</li> <li>• A wider public has access to NEWAH’s updated communication and marketing materials</li> <li>• NEWAH’s objectives and scope of work revisited</li> <li>• All NEWAH staffs and board members contribute to fundraising</li> <li>• A system of donor communication, retention, and cultivation established</li> <li>• Donors and prospects engaged with NEWAH through volunteering and in-kind giving</li> </ul>

	<ul style="list-style-type: none"> <li>• Revisit NEWAH’s organizational objectives and scope of work during board meeting, and revise and widen if necessary, to encompass cross-sectoral themes</li> <li>• Strengthen staff’s knowledge and capacity in multiple sectors such as agriculture, nutrition, water resource and ecosystems, climate change, disaster risk, etc.</li> <li>• Communicate NEWAH’s future aspirations, in terms of projects and partnerships using various media</li> <li>• Map and segment donors and prospects using a standard mapping template (see Annex IV)</li> <li>• Research lists of volunteer and in-kind donation opportunities at NEWAH</li> <li>• Research donor giving ability, source of funds, funding history, fund sizes, etc.</li> <li>• Reform and strengthen the donor recognition program</li> <li>• Prepare scripts and materials for donor communication, acknowledgment, meetings, and events</li> <li>• Communicate with donors and prospects, follow-up on each meeting/communication, and determine their level of interest in funding NEWAH’s projects and activities.</li> <li>• Cultivate a relationship with interested donors make them aware of the various fundraising mechanisms available</li> <li>• Keep exploring online and newspapers for the call for concept note/proposals and using existing contacts at I/NGOs and donor agencies for partnership opportunities in future projects</li> <li>• Prepare innovative concept notes and proposals with</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding from sources other than charity: water to US\$ 500,000 by the end of 2020, making use of diverse fundraising mechanisms</li> <li>• Internalized the learnings from fundraising performance appraisal</li> </ul>
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	<p>multiple themes/components around WASH for donor submission</p> <ul style="list-style-type: none"> <li>• Follow-up on each submission, and if possible, request feedback on the quality and suggestions for future improvement</li> <li>• Review, at the end of the year, what worked and what didn't in terms of fundraising and if goals and targets were met</li> </ul>	
<p><b>Medium-term</b> Jan 2021-Dec 2023</p>	<ul style="list-style-type: none"> <li>• Continue with preparing yearly fundraising calendar</li> <li>• Continue with the donor communication and cultivation strategies and actions</li> <li>• Continue with exploring online and newspapers for the call for concept note/proposals and using existing contacts at I/NGOs and donor agencies for partnership opportunities in future projects</li> <li>• Continue with preparing innovative concept notes and proposals with multiple themes/components around WASH for donor submission</li> <li>• Arrange for at least one replenishment meeting lead by key donors.</li> <li>• Monitor and evaluate the fundraising performance during the last quarter of 2023</li> <li>• Document learnings and re-draft a Fundraising Strategy for 2024 onwards.</li> </ul>	<ul style="list-style-type: none"> <li>• Established a culture of fundraising</li> <li>• Reinforced credibility and trustworthiness among donors, government and partners</li> <li>• Gifts, donations, grants, and contracts from wide-ranging donors and partners regularly received</li> <li>• Received sustained funding of US\$ 3.5 million a year by the end of 2023</li> <li>• Reduced charity: water's funding share in NEWAH's projects and programs to well below 60% by the end of 2023</li> <li>• Internalized the learnings from fundraising performance evaluation</li> </ul>

## Annex III: Monitoring framework

Objective description	Indicators	Means of verification	Risks and assumption
<b>Goal</b> 1. Maintain the current funding by charity: water and raise an additional amount of US\$ 4.5 million by the end of 2023	1. The cumulative amount of fund raised from various sources other than charity: water	1. Annual reports 2. Donor reports	1. Government policy and rules are conducive for NGOs to raise funds and operate
<b>Outcome</b> 1. Establish a culture of fundraising 2. Receive sustained funding of US\$ 3.5 million a year by the end of 2023 3. Reduce charity: water's funding share in NEWAH's projects and programs to well below 60% by the end of 2023	1. Approval and operationalization of fundraising strategy 2. The annual amount of funding obtained from charity: water and other sources	1. The number of donors retained and new relationship cultivated 2. The value of gifts and donations received, projects approved and partnership agreements signed 3. Annual reports	1. Charity: water continues its support as agreed
<b>Output</b> Apart from charity: water's funding, 1. Raise US\$ 500,000 in the short term (Jan 2020-Dec 2020) 2. Raise US\$ 4.0 million in the medium term (Jan 2021-Dec 2023)	1. The amount disbursed by donors to NEWAH's by the end of each year	1. Periodic progress and financial reports	1. Proposals submitted are successful 2. Agreements signed are enforced as per the stated terms and conditions
<b>Activity</b> 1. Recruit a dedicated fundraising staff 2. Research best practices in fundraising and finalize a Fundraising Strategy document 3. Gather intelligence on donor and prospects, prepare a donor	1. Appointment of a Fundraising Coordinator 2. Number of training and capacity-building events organized 3. Number of staff and board member participants in trainings and	1. NEWAH's revised organogram 2. NEWAH's Fundraising Strategy document 2019-2023 3. NEWAH's Business Plan document	1. Fundraising operations adhere to the strategic document and the annual fundraising calendar

<p>database and establish a tracking system</p> <ol style="list-style-type: none"> <li>4. Redesign NEWAH's website and revive its social-media handles</li> <li>5. Develop communication and marketing materials including and make them available for a wider public</li> <li>6. Prepare business plan document for NEWAH</li> <li>7. Capacitate board members and NEWAH staffs on best practices in fundraising</li> <li>8. Update existing templates: cover letters, acknowledgment letters, concept notes, proposals, etc.</li> <li>9. Revisit NEWAH's organizational objectives and scope of work</li> <li>10. Strengthen staff's knowledge and capacity in multiple sectors</li> <li>11. Map and segment donors and prospects</li> <li>12. Research lists of volunteer and in-kind donation opportunities at NEWAH</li> <li>13. Reform and strengthen the donor recognition program</li> <li>14. Research donor giving ability, source of funds, funding history, fund sizes, etc.</li> <li>15. Communicate with donors and prospects, follow-up on each meeting/communicat</li> </ol>	<p>capacity-building events organized</p> <ol style="list-style-type: none"> <li>4. Number of donors and prospects approached/contacted</li> <li>5. Number of formal/informal donor and prospect meetings</li> <li>6. Number of gifts given and amount of donation made by donors and prospects</li> <li>7. Number of concept notes and proposals prepared and submitted</li> <li>8. Number of proposals that succeeded in receiving funding</li> </ol>	<ol style="list-style-type: none"> <li>4. NEWAH's updated website and marketing and communication materials</li> <li>5. Donor and prospect database</li> <li>6. Training attendance sheets</li> <li>7. Donor map table</li> <li>8. Meeting minutes</li> <li>9. Inventory list</li> <li>10. List of donors recognized</li> <li>11. Acknowledgment mail/email/call regarding the receipt of project concept note/proposal</li> <li>12. Congratulatory mail/email/call regarding the success of the application</li> <li>13. Fundraising performance review report</li> <li>14. Fundraising Strategy document for 2023 onwards</li> <li>15. Annual reports</li> </ol>	
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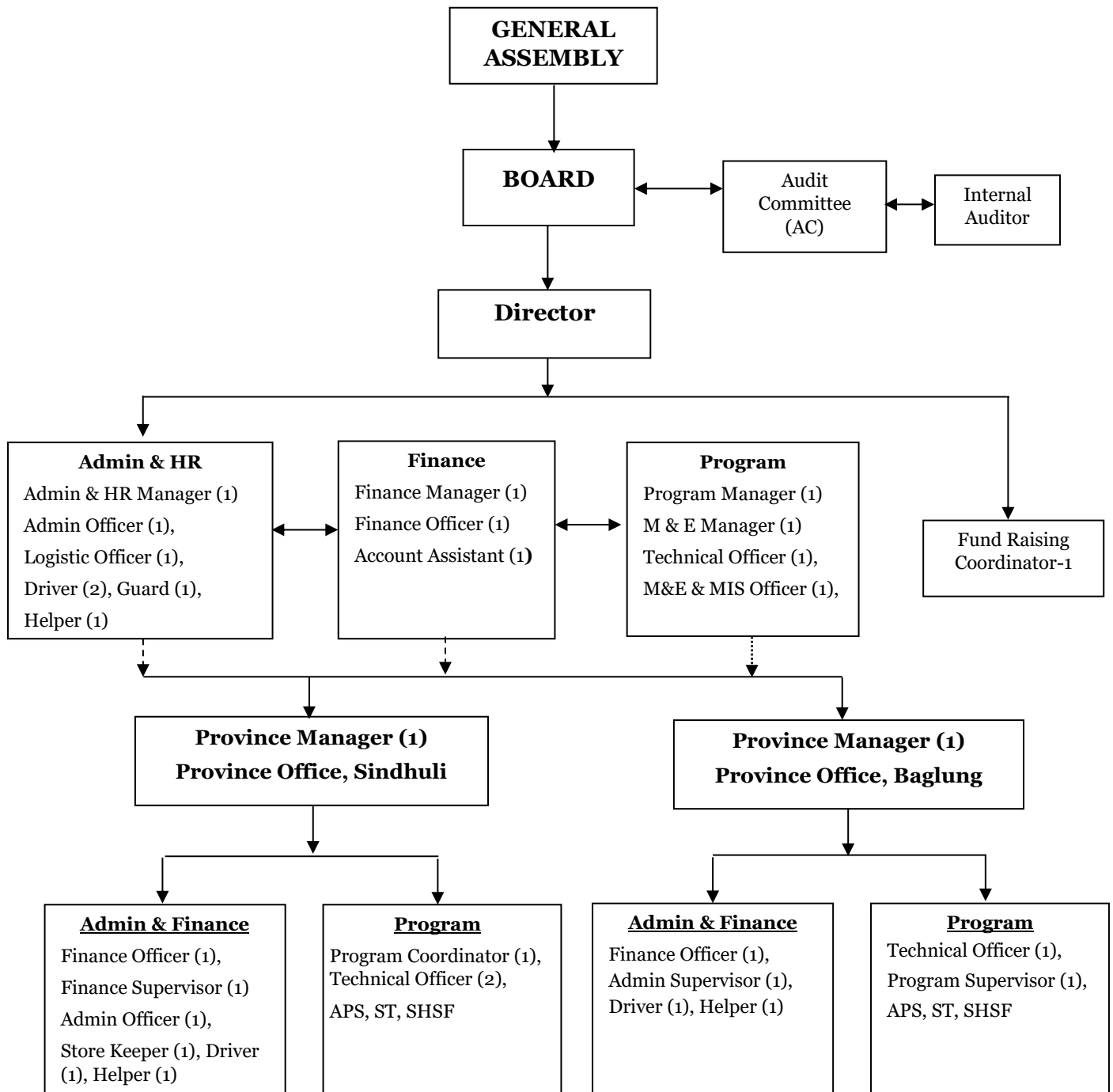


<p>ion, and determine their level of interest in funding NEWAH’s projects and activities.</p> <p>16. Cultivate a relationship with interested donors make them aware of the various fundraising mechanisms available</p> <p>17. Explore for the call for concept note/proposals and use existing contacts at I/NGOs and donor agencies for partnership opportunities in future projects</p> <p>18. Prepare innovative concept notes and proposals with multiple themes/components around WASH for donor submission</p> <p>19. Follow-up on each submission, and if possible, request feedback on the quality and suggestions for future improvement</p> <p>20. Review, at the end of the year, what worked and what didn’t in terms of fundraising and if goals and targets were met</p> <p>21. Document learnings and re-draft a Fundraising Strategy for 2024 onwards</p>			
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## Annex IV: Donor mapping template

<b>Donor</b>	<b>Relationship</b>	<b>Thematic focus</b>	<b>Geographic focus</b>	<b>Contact info</b>
<i>Bilateral</i>				
1.				
2.				
...				
<i>Multilateral</i>				
1.				
2.				
...				
<i>Philanthropic foundations and trusts</i>				
1.				
2.				
...				
<i>INGOs</i>				
1.				
2.				
...				
<i>Private businesses and corporations</i>				
1.				
2.				
...				

## Annex V: NEWAH organogram



(Approved by NEWAH Board on 25 August, 2019)