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**Developing a Fund-Raising Plan
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Presented at 2004 Faith in Action National Conference**

Objective: To create an actual fund-raising plan you can use immediately

Fund-raising Planning Tools courtesy of www.InnoNet.org

Mission Statement

A mission statement is a statement of an organization's reason for being.

A mission statement is a brief description of why the organization exists, what it does, for whom it exists, and the value that it creates, without listing specific activities employed to achieve the mission. The mission statement should:

- Be short, clear, and concise;
- Be easily understood by people both inside and outside the organization;
- Be broad enough to withstand minor organizational changes, yet specific enough to provide a basis for developing goals and strategies; and
- Be reviewed by board and staff periodically.

Example 1: Minnesota Housing Development Corporation (MHDC) is dedicated to improving economic development and enhancing the quality of life for its residents by creating safe and economically stable neighborhoods. MHDC strives to revitalize its neighborhoods through community organizing and education at the grassroots level.

Example 2: The Refugee Services Project is a nonprofit organization dedicated to helping immigrants, including refugees, successfully integrate into the life of the Specific community.

See more examples:

<http://www.innonetdev.org/builder/>

Timeframe

"Timeframe" refers to the period of time that your logic model will cover.

Example 1:

Start Date: October 1, 2003

End Date: September 30, 2004



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Before identifying the components of your logic model, it is important to determine the period of time your logic model will cover. The timeframe will help you make decisions about the resources and activities you include in your logic model. It will also help you to identify short-term and longer-term outcomes, and manage expectations about those outcomes. (In general, your long-term outcomes will reflect results outside the timeframe of your logic model.)

The timeframes for your logic models may reflect either:

- A program cycle;
- A calendar year;
- A funding cycle, especially if the logic model will be used to identify what will be accomplished over the course of a funding period; or
- The time you believe it will take to show meaningful results.

Most logic models cover a time period of not less than one year, but not longer than 4 years. Keep in mind that you will be revising your logic model as you implement your program and evaluation plans.

Goals

Goals are clear statements of the overall purpose of your program.

The first step in developing a logic model is to state what the overall purpose of your program is, i.e., what you are trying to accomplish over the life of the program. This statement:

- Should include the intended results-in general terms-of the program or initiative.
- Should specify the target population you intend to serve.
 - Is your program for individuals, families, organizations, or a particular community?
 - What are the key characteristics of the population you are serving-economic status, age, ethnicity, immigrant status, geographical area, etc.?

Example 1: Develop and implement training and counseling program to assist low-income residents become homeowners

Example 2: To prevent negative cultural shock of refugees and immigrants in the community and to promote tolerance and inclusion of immigrants in the community.

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For example: "To improve the health status (result) of children (target population) ages 0-8 in XYZ County (demographic information)."



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Resources

Resources are what you have to implement your program.

Example 1: Residential development coordinator

Example 2: 1 full time staff

See more examples:

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Resources should include:

- Human resources
- Financial resources
- Space
- Technology
- Other Equipment
- Materials/Other

It is important to remember that your resources must align with the scope of your logic model. Resources for an **organization-wide** logic model would include all staff members, space, and supplies for the organization. A **program** logic model will only list resources specific to the program's activities—those materials, individuals, and finances required to achieve the program's goals.

Activities

Activities are the actions that your organization will undertake to implement your program. Activities are organized by program components—closely related groups of activities.

Example 1: Financial and Budgeting workshops

Example 2: Mentoring Program

See more examples:

<http://www.innonetdev.org/builder/>

Activities are the actions that your organization undertakes to implement your program. They describe what your program will do with available resources, in order to achieve your program outcomes. Activities could include:

- developing products (such as promotional materials and educational curricula);
- providing services (for example, education and training, counseling, or health screening);
- and/or developing infrastructure (such as new governance structures, relationships, and capacity.)

Activities:



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- Should be organized into program components. Components are closely related groups of activities in your program. The number of components depends on the size of your program and how you conceptualize or administer it. For a large program, there could be numerous components in the logic model. Smaller programs, on the other hand, may consist of just one or two components.
- Should provide enough information for those who are not familiar with your program to understand what's involved in implementing it.

Outputs

Outputs are the tangible and direct results of program activities.

Outputs are the measurable, tangible, and direct results of program activities. Outputs are important because they help you to assess how well your program is being implemented and because they are intended to lead to desired outcomes-benefits for participants, families or communities.

When an output is listed in a logic model, it does not address the **quality** of the products that result from stated activities. (Such discussions fall under the purview of evaluation, not program planning.)

Outputs should:

- Be described in terms of the size and/or scope of services and products delivered or produced by a program.
- Be expressed in quantifiable terms.
- Be associated with activities and resources. This is one way a logic model is useful-to check whether a program has planned how it will create a product or deliver a service.

Example 1: 1 trainer

Example 2: Participation rate

See more examples:

<http://www.innonetdev.org/builder/>

Outcomes

Outcomes are the changes you expect will occur as a result of your program.

Outcomes express the results that your program aims to achieve if implemented as intended. Outcomes are the changes that occur or the difference that is made for individuals, groups, families, households, organizations, or communities during or after the program. Outcomes answer the question: "What difference does the program make?"

Example 1: Participants learn fundamentals of mortgage lending and financing options

Example 2: # of mentors

See more examples:

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Outcomes **should**:

- Represent the results or impact that occurs as a result of activities and services
- Be within the scope of the program's control or sphere of reasonable influence, as well as the timeframe you have chosen for your logic model
- Be generally accepted as valid by various stakeholders of the program
- Be phrased in terms of change
- Be measurable
- Together represent a causal chain of results
- Represent individual/client, family or community, systemic, or organizational results