

Fundraising Guide for Child Sexual Abuse Prevention

Developed by Panorama Strategy

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About the Fundraising Guide

This guide was prepared by Panorama Strategy on behalf of Oak Foundation Prevent Child Sexual Abuse Programme's grantees to support their fundraising efforts. The information, developed in collaboration with fundraising experts, includes insights from a subset of the Prevent Child Sexual Abuse Programme's grantees. Data was gathered through surveys, interviews, and cohort sessions, and enriched by a desk-review-based donor mapping exercise informed by publicly available information. Panorama Strategy employed a mixed methods approach to strengthen our insights, including:

- **Donor mapping** of publicly available materials, identifying 156 global donors that give to the prevention of child sexual abuse or related issue areas. **Note that the guide may have limitations in identifying Global South funders as our mapping was based primarily on publicly available information which may not fully capture all relevant funders.*
- **Stakeholder interviews** with eight organizations to better understand the fundraising journey and landscape.
- **Survey** administered to 94 grantee partner organizations to understand organizational opportunities and challenges.
- **Cohort sessions** to explore approaches, challenges, and opportunities, with a total of 55 individuals representing 40 grantee organizations.

Throughout the process, we employed a participatory approach involving multiple reviews and iterations with a designated Advisory Group. This group consisted of five organizations, all grantees of the Oak Foundation Prevent Child Sexual Abuse Programme, dedicated to preventing child sexual abuse.

Introduction

Child sexual abuse (CSA) is a preventable public health problem. UNICEF estimates that globally, one in five girls and one in 13 boys experience sexual exploitation or abuse before reaching the age of 18.¹ This type of abuse has deep implications for individuals, families, and communities, and is strongly associated with short- and long-term physical and emotional challenges, substance abuse, academic difficulties, and other behavioral health consequences.²

Despite the profound impact of CSA, the funding landscape for addressing the issue is fragmented and insufficient. Long-term and sustainable funding is crucial for implementing effective prevention strategies, supporting survivors, and advancing research and advocacy on the issue, yet it is often hard to secure. Few donors prioritize or fully understand the opportunities to prevent CSA, making fundraising efforts particularly challenging.

Addressing CSA requires a holistic systems approach involving various actors, including nonprofits and charities, research centers, community-based organizations, government agencies, and coalitions. Each of these stakeholders employ diverse strategies, from prevention and research to policy advocacy and direct survivor support, and each area presents unique funding opportunities.

This guide is designed to equip nonprofit and non-governmental organizations with practical strategies to enhance fundraising efforts. By understanding the donor landscape, fundraising trends, and core strategies for sustainable impact, organizations will be better equipped in their fundraising efforts to secure the resources necessary to invest in solutions and innovation, scale what works, and drive transformative policy change.

How to Use the Guide: This guide offers practical insights, case studies, and strategies for fundraising for organizations primarily working to prevent CSA, based on research, expert interviews, and available organizational insights at the time of publication. It includes diverse perspectives from organizations of various sizes and focus areas to allow for a broader reach and relevance regardless of an organization's specific context and operational structure. While the primary focus is on CSA, many insights are applicable to other fields and can be useful for fundraisers, donors and philanthropies alike. Use this guide as a tool to enhance and diversify fundraising efforts, secure essential resources, and support the vital work of preventing child sexual abuse. Each section is designed to be practical and actionable. Whether you are new to fundraising or an experienced professional, you will find strategies and tips that you can implement. Make sure to explore the case studies* and lessons learned to understand what has worked for others and how you can adapt these strategies to your own context.

¹ United Nations Children's Fund (UNICEF). "[Ending Online Child Sexual Exploitation and Abuse](#)," December 2021.

² Hailes, Helen P, Rongqin Yu, Andrea Danese, and Seena Fazel. "[Long-Term Outcomes of Childhood Sexual Abuse: An Umbrella Review](#)." *The Lancet Psychiatry* 6, no. 10 (September 10, 2019): 830–39.

**Disclaimer: This guide may not fully capture all regional variations, specific community challenges, or the full range of efforts by organizations across different geographies, particularly in the Global South, due to limitations in the scope of available data and resources.*

The Urgency and Opportunity to Advance Systems Change

Prevalence and Impact of Child Sexual Abuse

UNICEF estimates that globally, one in five girls and one in 13 boys experience sexual exploitation or abuse before reaching the age of 18. Ongoing research is being conducted to refine and improve this global prevalence estimate by the end of 2024. The true scale of violence might be greater, as a culture of shame and secrecy perpetuates silence. Varying definitions of CSA have also posed challenges for accurate research and data collection, yet the reported rates of occurrence are still alarming. For purposes of this guide, we define CSA—as outlined by Oak Foundation—as encompassing many forms of sexual violence against children, including incest, peer-to-peer abuse, technology-facilitated abuse online (grooming and illicit images), sexual exploitation, and rape. CSA can take place in many settings, such as homes, schools, online platforms, local communities, and in conflict and humanitarian settings.

Negative impacts of CSA include poor mental and physical health, worse school outcomes, self-harm, isolation and post-traumatic stress. Child and adolescent survivors can also be two to four times more likely to be revictimized,³ perpetuating a cycle of continued abuse and lack of safety, resulting in consequences that last for a lifetime. See [Appendix A](#) for an illustrative life journey of the personal destruction from child sexual abuse presented by Global Partnership to End Violence Against Children.

Technology has emboldened and enabled perpetrators and presents an increasing risk to children. WeProtect Global Alliance reports that increasing connectivity and the availability of inexpensive streaming devices have facilitated an online market for the paid livestreaming of child sexual abuse,⁴ and the Internet Watch Foundation recently reported the rise of deepfake child sexual abuse material (CSAM) where predators take existing CSAM footage and create new imagery for circulation.⁵ In 2022, the National Center for Missing and Exploited Children (NCMEC)'s CyberTipline received over 32 million reports of suspected child sexual exploitation, containing more than 88 million pieces of suspected CSAM.⁶

The pervasive nature of CSA, exacerbated by technological advancements, underscores the urgent need for increased funding to support comprehensive and coordinated efforts to protect our children.

³ Fisher, et al., "[The impacts of child sexual abuse: A rapid evidence assessment](#)," Independent Inquiry Child Sexual Abuse, July 2017.

⁴ WeProtect Global Alliance, [Global Threat Assessment](#), 2021.

⁵ Collier, Kevin., "[More AI-generated child abuse material is being posted online](#)," NBC News, July 21, 2024.

⁶ NCMEC, "[CyberTipline 2022 Report](#)," n.d.

Progress and Momentum

Despite the challenging environment, we have witnessed encouraging developments over the last decade that suggest significant progress preventing CSA is possible in the coming years.

Governments around the world are making new commitments to combat CSA. In 2021, at the meeting of the G7 Interior and Security Ministers, leaders committed to address CSA and exploitation globally.⁷ Several countries have made strides in this area. For example, the United Kingdom released its first strategy for combating CSA in 2021,⁸ and a number of countries (e.g., North Macedonia, Zambia, Ghana, and the Philippines) have recently criminalized child marriage, aligning with United Nations Sustainable Development Goal 5.3 to eliminate the practice by 2030. In addition, more countries in recent years, including South Africa (2017), Chile (2019), and Colombia (2021), have eliminated statutes of limitation for CSA cases.

Survivor and grassroots movements are gaining momentum and visibility. There is a growing survivors' movement that is creating a new sense of urgency in the field. From local groups advocating in their communities to large international networks targeting tech companies and the Vatican, more and more survivors and their allies are coming together to hold governments, institutions, and businesses accountable. Opportunities for collective action have increased significantly over the past several years with increased international recognition of the problem. In 2019, a group of survivors and allies were successful in establishing an international day of awareness of the need to protect children and bring healing to victims and survivors. November 18 was declared as the World Day for the Prevention of and Healing from Child Sexual Exploitation, Abuse and Violence by the United Nations during the 77th General Assembly.

Proven solutions and tools are emerging to combat CSA. CSA organizations and other stakeholders have developed a number of interventions and solutions to combat CSA in recent years. In its 2019 extensive evidence review that categorized interventions, Together for Girls captured 16 “effective” and “promising” initiatives to prevent and respond to CSA.⁹ These initiatives include parenting programs, community programs to change attitudes and norms, school-based interventions, and therapeutic approaches. There are dozens more such interventions in the pipeline with favorable, statistically significant impacts to combat CSA.

Progress is being made in tracking the prevalence of CSA. Nearly 75% of countries now collect and publish data on recorded and reported cases of CSA, with a 23% increase in the number of countries collecting prevalence data since 2019.¹⁰ This growing commitment to data collection is critical for

⁷ [G7 Interior and Security Ministers' Statement](#), November 18, 2022.

⁸ HM Government. [Tackling Child Sexual Abuse Strategy](#), 2021.

⁹ Together for Girls, “[What works to prevent sexual violence against children: Evidence review](#),” n.d.

¹⁰ Economist Impact, “[Out of the Shadows Index](#),” 2022.

holding governments accountable and arms CSA organizations with the necessary tools to advocate for effective and responsive national policies, plans, and budgets.

CSA is a preventable global health problem, and we are at a critical and opportune time to mobilize resources. We have begun to see signs that momentum is on our side to mobilize the public to demand change, scale effective solutions, and advance progress to help victims, survivors, and all those impacted. Our concerted efforts to raise much-needed funding will pay off dividends.

Funding Landscape Analysis

Overview of the Funding Ecosystem

The evolving landscape of giving is marked by several discernible trends, profoundly influencing how funding is secured and utilized. Below, we highlight top giving trends that are particularly relevant for organizations working on CSA prevention.

Emphasis on impact-driven philanthropy: Impact giving, or impact philanthropy, emphasizes a donor's personal connection to a cause and a desire to see tangible, long-term outcomes from their contributions. Impact philanthropy focuses on achieving social impact, while also scaling up effective solutions and fostering sustainability. Donors who practice this style of giving prioritize measurable outcomes and long-term results, and they seek nonprofit partners that are able to effectively demonstrate tangible impact to individuals and communities as a result of programming and policy efforts.

Institutional giving dominated by Global North actors: Organizations in the Global South heavily rely on funding from Global North donors, including Western countries and international development organizations, which dominate institutional giving. This dependency places smaller organizations at a disadvantage due to limited visibility. In addition, such funding often comes with restrictions and cumbersome reporting requirements that hinder the flexibility of community-based nonprofit organizations to address challenges autonomously.¹¹ A survey by The Bridgespan Group found that 90% of nonprofit leaders across Kenya, Nigeria, and South Africa, rely on philanthropic, bilateral, or multilateral funding from outside Africa for most of their revenue.¹²

Increasing role of wealthy donors: Ultra-high-net-worth individuals (UHNWIs), which includes those with a net worth of \$30 million or more, are becoming increasingly influential in shaping the fundraising terrain. Accounting for nearly 38% of total individual giving worldwide, UHNWIs are spearheading innovation and triggering systemic transformations in sectors like education, healthcare, and environmental conservation.¹³ The ultra-wealthy in North America and Europe were the source of 81% of all global UHNWI giving in 2022; this is compared to the 1.4% that UHNWI in Africa and Latin America and the Caribbean contributed.¹⁴

Rise in giving from everyday individuals: Individual giving surpasses traditional foundation contributions in the United States, accounting for 67% of total charitable giving.¹⁵ This signals a perspective towards grassroots and community-driven philanthropy where individuals are leveraging

¹¹ Munyaka, Tafadzwa and Angela Umore-David. "[Fundraising in Africa: How Looking Inward Makes the Difference](#)." Inter Press Service, December 19, 2023.

¹² Hlongwa, Nkanyiso, et al. "[How African NGOs Grow](#)," The Bridgespan Group, June 2024.

¹³ Imberg, Maya. "[Ultra High Net Worth Philanthropy 2024](#)," Altrata, April 23, 2024.

¹⁴ Ibid.

¹⁵ Giving USA. [Giving USA 2024: The Annual Report on Philanthropy for the Year 2023](#).

their personal networks and resources to support causes directly, democratizing philanthropy and diversifying funding sources for nonprofits. Technological advancements and increased social connectivity, both in the United States and globally, have facilitated a rise in online charitable giving. In Africa, two key technological developments that promote individual giving – crowdfunding and mobile payments – are poised to shape the future of philanthropy, offering new opportunities for charitable support.¹⁶

In essence, these trends underscore the evolving nature of philanthropy, characterized by a shift towards collaborative, impact-driven approaches¹⁷ and the increasing influence of individual donors in shaping the funding ecosystem.

Funding Landscape for Organizations Working on CSA

Our scan of the donor ecosystem identified 156 global funders investing in areas related to children, families, violence, and protection—the vast majority (90%) of which are foundations concentrated in North America and Europe. Top funding priorities include education, health, youth/family, technology, environment, gender, and economic empowerment. Our mapping was based primarily on publicly available information in English, which may not fully capture all relevant funders, particularly those in the Global South.

From the full sample (n=156), we identified 63 funders (see [Appendix C](#)) that directly support CSA prevention and response efforts. We applied a filter to our database to isolate funders making direct investments (e.g., one or more grants) specifically targeted at CSA prevention and response versus broader or adjacent causes. A notable trend among these funders is a predominant focus on response over prevention and advocacy, signaling a preference for addressing immediate harm and the quantifiable impact of response measures. In contrast, prevention efforts are long-term and often less immediately measurable, which may contribute to this imbalance. For the remaining funders, while our research found investments in broader or adjacent areas, such as gender-based violence, childhood trauma, child protection, and abuse-free sports for youth, we did not identify any direct investments towards CSA prevention and response.

In terms of funding approaches and mechanisms, only around 10% of the 156 funders publicly report providing flexible, unrestricted general operating or capacity-building support. The majority of funders restrict their contributions to specific projects or programs. A survey of Oak Foundation grantees (n=63) found 68% of their funding sources impose restrictions that limit flexibility. However, 70% of funding sources permit indirect cost recovery, and 64% offer multi-year commitments, providing stability and continuity for longer-term initiatives.

¹⁶ Indiana University Lilly Family School of Philanthropy. [The Global Philanthropy Environment Index 2022: Africa Edition](#), October 2023.

¹⁷ Panorama Global. "[Collaborative Learning for Impact Philanthropy](#)," n.d.

Key Issues and Opportunities

Through our research methods, including donor mapping analysis, stakeholder interviews, grantee surveys, and cohort discussion sessions, several key issues and opportunities emerged and provide a greater understanding of the current funding landscape for CSA initiatives and organizations.

Persisting funding limitations for CSA: One of the foremost challenges highlighted by our research is the continued underfunding of CSA prevention and response initiatives. Despite the increasing awareness of CSA and the critical need to address it, the grantees we surveyed and interviewed perceive that the budget envelope allocated to the issue has remained largely unchanged over time. For example, though there is some progress in national governments' attention to CSA, they often fail to allocate transparent and adequate resources for CSA prevention and response, according to "Safeguarding Childhood,"¹⁸ an assessment of national budgeting transparency to prevent and respond to CSA. There is a significant bias towards response efforts over prevention and a lack of clear budget documentation, making coordinated, holistic responses challenging. This poses obstacles for organizations and initiatives seeking financial support to drive meaningful impact and scale interventions.

Growing competition for limited funds: CSA organizations reported feeling in direct competition with similar organizations for the narrow pool of funding opportunities, a sentiment that also surfaced in research on the landscape of CSA support services conducted by the Centre of Expertise on Child Sexual Abuse.¹⁹ There is also a growing recognition of the need for strategic collaboration to maximize impact. Collaborative initiatives can lead to synergies and more efficient use of resources.

Securing flexible operating support: Over-reliance on restricted project grants persists. Securing operational funding poses a significant challenge, though such funds are critical to cover essential organizational expenses such as staff salaries, program implementation, and overhead costs necessary to sustain effective programs.

Cultivating funder relationships and buy-in for CSA: Identifying and securing suitable grants directly aligned with the organizational mission is often an obstacle. This requires cultivating meaningful relationships with potential donors and overcoming the potential undervaluation of CSA as a priority issue among some funders and stakeholders. Gaining access to donor networks and cultivating meaningful relationships with potential supporters requires strategic networking and engagement efforts.

Demonstrating evidence-based impact: Funders increasingly prioritize evidence-based programming and interventions backed by data and evaluation on effectiveness, outcomes, and impact metrics. Adapting measurement approaches to meet funders' expectations can be challenging, especially for

¹⁸ FP Analytics. "[Safeguarding Childhood](#)," n.d.

¹⁹ Parkinson, Diana, and Milly Steele. "[The Landscape of Child Sexual Abuse Support Services in England and Wales](#)," Centre of Expertise, n.d.

smaller or less established organizations that are new to programming and those that focus on systemic change that takes longer to ascertain impact. Nonprofits are adjusting to this trend by adopting robust impact measurement practices and aligning initiatives with donors' objectives. While this shift can drive positive change, it also brings challenges and heightens pressure on nonprofits to deliver quick results, potentially straining resources and incentivizing short-term outcomes over systems change. Organizations should present both the programming outputs (e.g., number of persons served) and the outcomes (e.g., real-life stories of changes or benefits to individuals resulting from programming) to accurately represent their efforts and demonstrate impact.

Navigating mission drift: A challenge that many organizations face when considering funding opportunities is the potential risk for mission drift, where they may stray from their core purpose and values to align with funders' priorities. This can lead to a gradual shift in focus and activities, diluting the organization's original mission. Grantee partners voiced concerns about the pressure to adapt narratives and strategies to secure funding, potentially leading to developing projects or messaging that diverge from their goals or core mission. To mitigate mission drift, organizations should clearly define their core mission and set criteria and parameters for acceptable funding opportunities or adaptations that allow organizations to remain true to their values and objectives. Regular discussions with staff, leadership, volunteers, and beneficiaries about mission and strategic direction can help preserve focus. Additionally, developing funding decision-making frameworks can ensure potential funding sources align with the organization's values and priorities. By implementing these strategies, organizations can secure funding while staying true to their core mission.

Effective Fundraising Strategies for Sustainable Impact

This section explores promising fundraising strategies and approaches for CSA organizations that are working to expand their resource base with the limitations of the current ecosystem. It features case studies and effective practices from Oak Foundation's Prevent Child Sexual Abuse Programme portfolio of grantees as well as examples from other social issue areas, offering adaptable, real-world applications to provide tangible ideas for strengthening financial resilience and sustainability.

Six Strategies to Address Fundraising Challenges

1. Establish a strong foundation for effective fundraising
2. Cultivate and steward your existing donors
3. Educate, activate, and steward your board of directors
4. Utilize storytelling and content marketing
5. Invest in fundraising and development human capital
6. Diversify funding portfolios beyond traditional philanthropy

Strategy 1: Establish a strong foundation for effective fundraising

CSA organizations are best positioned to mobilize resources and fundraise when they have developed a fundraising plan as part of an organizational strategy. A fundraising plan serves as a roadmap that delineates specific actions, timelines, and resource allocations necessary to achieve an organization's fundraising objectives. This plan defines concrete steps and serves as a dynamic internal document utilized by staff and leadership to steer and coordinate fundraising endeavors effectively. By outlining clear objectives and strategically aligning resources, a well-developed fundraising plan spanning the next 24-36 months enables organizations to pursue their long-term goals and overall mission with purpose and clarity.

At the heart of every successful fundraising effort lies a clear and compelling organizational mission and vision statement. A well-crafted organizational mission and vision statement can instill passion and clarity, uniting stakeholders around a common cause and providing the necessary foundation for communicating an organization's work to others. These statements not only define the organization's purpose and direction but also serve as a guiding light for all stakeholders – board members, staff, donors, and beneficiaries alike.

A successful fundraising plan integrates the following elements cohesively, leveraging strengths and mitigating challenges to maximize impact and sustainability:

- Mission and vision statements
- Organization positioning within local context
- Links to organizational planning (strategic plan, [theory of change](#), [logic model](#))
- Fundraising goals and target audiences
- Monitoring and evaluation plans
- Investment case (including evidence of impact)



Drafting The Investment Case

An investment case, or case for support, is an important document that nonprofit organizations use to inspire and motivate donors to contribute. It is written with donors in mind, and it serves as a powerful tool to rally support for an issue, organization, specific program, capital campaign, or new fund.

A well-crafted investment case illustrates an organization's mission and vision, and typically includes key elements such as the current landscape that necessitates the organization's existence, details on the highest priority funding opportunities, a history of organizational impact, and a projection of future impact as a result of securing the proposed funding. It often features testimonials, effectively serving as a persuasive pitch to donor prospects.

It can be enhanced with visuals and statistics to make information engaging and relatable. Key to the investment case is the emphasis on the impact of your organization's work. Measuring and presenting impact strengthens an investment case by providing valuable data that can demonstrate how your work makes a difference. However, a note of caution for organizations – never oversell impact; focus on clearly and honestly communicating the potential for it.

For a practical example, see [Appendix A](#) which features a CSA investment case from Global Partnership to End Violence Against Children.

Strategy 2: Cultivate and steward your existing donors

Stewardship is a critical aspect of maintaining and enhancing donor relationships, ensuring that existing donors feel valued and connected to your organization's mission. Existing donors are the most likely prospects for future gifts, and donor retention is essential to build a sustainable model of funding. Demonstrating to current donors the impact of their contributions encourages them to make annual gifts,

sign up for monthly contributions, include organizations in their estate planning and, in some cases, make major or transformative gifts. Identifying major donor prospects is crucial to increasing support in a philanthropic landscape where total giving has increased, but nonprofit organizations are actually seeing fewer donors. In the United States, the number of people who donated to charities in 2023 decreased by 3.4% year over year.²⁰ Organizations must practice patience in cultivating major donor prospects, however, as it may be a long process—anywhere from eight months to three years—to convert a qualified prospect into making a major gift.

Effective stewardship involves personalized communication and detailed impact reports with statistics, stories, and visuals that demonstrate the tangible results of their support. Personalized emails, letters, and phone calls help maintain a strong connection. Regular updates are essential, and it is critical to keep existing donors informed about your organization's progress and upcoming projects. Include in communications your positive stories focused on advocacy wins, collaborations, and lives positively impacted by your organization to demonstrate how donor contributions make a difference. Additionally, send timely acknowledgement letters after each donation to thank donors for their support.

Inviting donors to exclusive events, such as webinars or Q&A sessions with nonprofit executives, helps them feel more connected to the organizational mission. Public recognition of donors through newsletters, social media, and events highlights their contributions and celebrates their commitment.

Consistent engagement, a cornerstone of stewardship, is key. Maintain communication with donors throughout the year, not just during targeted fundraising campaigns. Encourage donors to participate in volunteer activities to deepen their connection to your organization. Lastly, offer tailored giving opportunities to match donors' interests and capacities. This personalized approach ensures that donors feel appreciated and connected to the cause.

Explore Further Resources

- The Association of Fundraising Professionals (AFP) empowers individuals and organizations to practice ethical fundraising through professional education, networking, research, and advocacy. The [stewardship and marketing section](#) of its website provides resources on “donor cultivation, stewardship, relationship-building, and other elements of successful communication to facilitate moving donors through your pipeline to realizing their full potential.”

Strategy 3: Educate, activate, and steward your board of directors

Effective fundraising requires active engagement and collaboration from all levels of an organization's leadership, particularly the formal board of directors. Their fiscal responsibility extends beyond providing financial oversight as an element of their duty of care, loyalty, and obedience to fulfill legal duties; they

²⁰ Haynes, Emily. “[As the Number of Donors Continues to Drop, Monthly Giving Could be a Solution](#).” The Chronicle of Philanthropy, April 8, 2024.

are instrumental in setting fundraising goals, cultivating donor relationships, and advocating for the organization's mission.

Starting at onboarding and continuing throughout their term, nonprofit executives must provide board members with the necessary materials to not only speak authoritatively about the organization's mission and programs, but also on the need and impact of financial investments. This involves providing consistent and regular communication and facilitating productive well-planned board and committee meetings, requiring regular attendance.

Boards of CSA organizations very often consist of passionate individuals—some with lived experiences. Some board members may feel sensitive or reticent about advocating for a CSA organization to friends and colleagues due to the personal nature of their experiences. It is important for nonprofit leaders to support individuals and address their concerns to effectively inspire their advocacy to raise funds. Types of support may include offering choice and control on if, how, and when they engage, training and resources on messaging frameworks that are respectful and manageable, or practice sessions and workshops on public speaking.

Best practices suggest that all board members make an annual personal gift to the organization according to their means, emphasizing equal commitment over equal amounts to reinforce the importance of each member's contribution. While passion for the mission is crucial, achieving 100% board giving is a strong, demonstrable measure that may inspire confidence among potential funders. Creating this culture of giving among board members sets a positive tone and signals the organization's worthiness of support.

For organizations unable to establish a formal board giving policy, we recommend encouraging board members to commit in other meaningful ways beyond financial contributions. This could include leveraging their personal influence to support fundraising strategies, such as introducing potential donors, inviting contacts to participate in campaigns and events, and raising awareness by sharing their involvement with others.

NSPCC's Donor Engagement Through Volunteer Fundraising Boards

The [National Society for the Prevention of Cruelty to Children \(NSPCC\)](#) is a UK-based charity that specializes in child protection, helping children who have been abused to rebuild their lives, protecting those at risk, and finding new ways of preventing abuse and neglect from happening in the first place. Their 10-year strategy (2021-2031) has three areas of focus: everyone plays their part to prevent child abuse; every child is safe online; and children feel safe, listened to, and supported. To achieve these goals, the NSPCC implements various initiatives including work with schools, therapeutic services, national helplines, research, support and advice for families, campaigning for change, and leveraging participatory strategies.

A key element of NSPCC's fundraising strategy is its four volunteer fundraising boards, each dedicated to a specific sector: finance, media, property, and sport. These boards bring together experienced and influential supporters to engage with the organization, with individual board members playing a critical role in leveraging their connections to benefit the charity.

Each board, composed of a chair and 10-15 board members, recruits new members through existing networks and NSPCC's philanthropy and corporate teams. Ideal members have wide networks, influence, and capacity to actively participate in fundraising initiatives. New members undergo a thorough induction and service visit to connect with NSPCC's mission, with formal Terms of Reference outlining their roles and responsibilities.

Upon joining, each board member will experience a bespoke supporter journey to ensure they feel valued and engaged. This will include invitations to events, regular communications, in-person meetings with senior staff, and annual impact reports. The NSPCC's specialist Volunteer Partnerships team manages the boards, collaborating with other teams to support activities and maximize impact.

Through these strategic, sector-specific partnerships, the NSPCC has significantly enhanced its fundraising efforts, raising millions in crucial funds. The NSPCC's innovative volunteer fundraising boards exemplify how strategic donor engagement can lead to substantial support and progress in achieving charitable goals.

Strategy 4: Utilize storytelling and content marketing tools

Storytelling is a powerful tool that organizations can leverage to create a deep emotional connection with their audience and donor base. By sharing compelling narratives, organizations can humanize their work, highlight the impact of their efforts, and inspire action among supporters. Effective storytelling goes beyond mere facts and figures; it brings the mission to life, making it relatable and memorable.

Creating and sharing digital assets like images, videos, and articles, can inspire and engage donors. These assets can be distributed through various content marketing strategies, including email and social media campaigns, to attract new donors and build relationships with existing donors. In addition, optimizing website pages by creating content around searchable keywords (e.g., child safety, child protection, abuse prevention), known as search engine optimization (SEO), makes it easier for potential donors to find the nonprofit on the internet.

Showcasing achievements builds trust with donors and garners support for increased funding. Measuring impact is essential for providing the foundation upon which compelling stories are built. Demonstrating the value of an organization's work through concrete outcomes raises awareness of programming and keeps stakeholders updated on progress. Methods for measuring impact will vary depending on the organization and programming, but it is important to have a clear plan in place to define outputs, outcomes, and impact (see [Strategy 1](#)).

Effective storytelling in fundraising for CSA requires sensitivity, ethical considerations, and a focus on impact. It requires awareness building, destigmatization, and bravery to discuss CSA programming with a wide audience. Many nonprofits partner with people with lived experience who are willing to share their stories. Storytelling practices for fundraising, however, must be closely aligned with trauma-informed practices and do no harm principles, including securing informed consent, wellbeing support, and the ability to opt in and out of events. Fair compensation for their time should also be

considered. It is also important to consider the audience, and understand the requirements as well, like trigger warnings. The National Survivor Network has published a valuable storytelling workbook tool to help individuals and organizations navigate this area.²¹ Oak Foundation's [Child Safeguarding Policy](#) also offers standard safeguarding practices on the public use of images and stories of children.



Storytelling Ideas

- Testimonials / interviews
- Executive reports / videos / blogs
- Sharing trends and research updates
- Highlighting donor impact
- Founder / origin stories
- Amplifying current events and newsworthy stories

²¹ Ash, Chris and Sabra Boyd. [Survivor Storytelling Workbook for Advocates with Lived Experience Working in the Many Movements to End Violence](#). National Survivor Network, 2023.

The Pixel Project

In the global fight against gender-based violence, [The Pixel Project](#) shines as a beacon of innovation and impact. Founded in 2009 by Regina Yau, this nonprofit organization harnesses the power of digital media and storytelling to raise awareness, funds, and support for survivors of gender-based violence.

At the heart of The Pixel Project's mission lies a commitment to leveraging technology for social good. Through innovative fundraising campaigns, The Pixel Project engages celebrities and public figures as advocates for ending violence against women. One standout initiative is the Celebrity Male Role Model Pixel Reveal Campaign, where celebrities contribute personalized pixel portraits gradually revealed on the organization's website as donations pour in. This interactive approach not only raises funds but also drives traffic and fosters engagement.

Another hallmark campaign is the [Read For Pixels](#) initiative, featuring live-streamed Google Hangouts with authors and literary celebrities. These events showcase readings, discussions, and Q&A sessions that not only raise awareness about gender-based violence but also promote positive portrayals of women in literature. Viewers are encouraged to donate during these events, with funds supporting survivor support programs and advocacy efforts.

The Pixel Project's [16 For 16 Campaign](#) further amplifies its impact by sharing the stories of 16 inspiring women and girls who have survived gender-based violence. Each story, shared on the organization's website and social media platforms, serves as a rallying cry for supporters to donate \$16 or more in honor of survivors' resilience and courage. Through the power of storytelling, The Pixel Project creates empathy, raises awareness, and mobilizes support for survivors worldwide.

The impact of The Pixel Project's innovative fundraising strategies is profound. These initiatives have enabled the organization to raise significant funds, increase awareness, and support survivors of gender-based violence. By harnessing technology, engaging celebrities, sharing compelling stories, and creating accessible fundraising opportunities, The Pixel Project sets an example for nonprofits worldwide, proving that innovation and empathy can drive meaningful change in the fight against gender-based violence.

Canadian Centre for Child Protection's Partnership to Communicate Impact

The [Canadian Centre for Child Protection \(C3P\)](#) is a charitable organization dedicated to the personal safety of all children. C3P's goal is to reduce the sexual abuse and exploitation of children through programs, services, and resources for families, educators, child-serving organizations, law enforcement, and other parties.

C3P prioritizes putting data and insights at the epicenter of global developments associated with addressing online child sexual exploitation. For the past decade, C3P has partnered with an award-winning marketing and communications agency, No Fixed Address, to produce global public awareness campaigns that tell the story of the urgent need to protect children online.

This unique partnership is rooted in a solution-focused approach and a consistent exchange of ideas to produce tangible results. In last year alone, C3P released "The Horse"—a [powerful new campaign](#) about the dangers the unregulated internet has evolved into for children. Within three months of the campaign launch, C3P experienced a 63% increase in donations compared to the previous three months. During the same timeframe, 32 new donors contributed to the Centre. After nearly a year since launch, there have been 530,000 campaign website hits, 3.6 million video views, and 445,000 link clicks from social campaigns.

With this approach, C3P has been able to cultivate and elevate international attention and attract donors to support initiatives highlighting the urgency of viewing children and survivors' online safety, security, and privacy as a global priority. With awareness building, C3P has seen the largest financial increases from international foundations, grants, and individual donations.

Explore Further Resources

- [CCS Fundraising guidebook](#) offers comprehensive resources and strategies to enhance fundraising efforts, including mobilizing organizations to effectively tell their stories and build compelling cases for support, building toolboxes to engage better and reach donor audiences, focusing on effective methods to share cases for support, and developing actionable strategies. These resources aim to help nonprofits amplify their impact on local, national, and global level.
- [Ethical Storytelling on Gender Based Violence](#) helps organizations talk about gender-based violence (GBV) in a way that respects and protects survivors. It addresses the challenges of sharing GBV survivors' stories publicly in communications, fundraising, and program reporting. The guide offers an overview of ethical considerations while engaging with survivors, insights on taking a survivor centered approach, a brief on the General Data Protection Regulations and examples of ethical communication and fundraising campaigns on GBV.

Strategy 5: Invest in fundraising and development human capital

Investing in professional fundraisers will significantly enhance a nonprofit's fundraising efforts and lead to growth and expansion of organization capacity. Experienced fundraising professionals bring specialized knowledge and experience that allows them to implement best practices and increase philanthropic investment in an organization. Assigning knowledgeable individuals to fundraising efforts yields significant benefits. When considering fundraising and development roles in nonprofits, it is important to understand how the size of the organization impacts these roles. In smaller nonprofits, fundraising responsibilities tend to be more generalized due to limited resources, often handled by a single person or distributed among several staff members across the organization. Conversely, medium-sized and larger nonprofits have more specialized roles within their fundraising or development teams.



Existing staff person (e.g., director of marketing or executive director) handles all aspects of fundraising and development in addition to existing role



One or two dedicated staff, which may include a Development Officer, Fundraising Coordinator, or Grant Writer.



Full staff with specialized and structured development department, including a Chief Development Officer or Director of Development, Major Gifts Officer, Planning Giving Officer, Grants Manager, Annual Giving Coordinator, or Gifts Administrator.

Below, we outline considerations for hiring experienced professionals, building diverse fundraising teams, and leveraging staff support for fundraising.

Hiring experienced professionals: Recruit seasoned fundraising professionals or contract professional fundraisers with a proven track record in securing major gifts, nurturing donor relationships, and orchestrating successful campaigns. Key steps include:

- Hiring individuals with robust experience and demonstrated success.
- Seeking candidates skilled in communications, relationship cultivation, and strategic planning.
- Offering competitive compensation packages and opportunities for advancement to attract and retain top talent.

Building diverse fundraising teams: Ensure your team reflects diverse giving streams and possesses skills to execute strategies effectively. Consider:

- Hiring or contracting individuals with experience in various fundraising disciplines, such as major gifts, corporate partnerships, grant writing, and donor relations.

- Building cross-functional teams to optimize diverse fundraising streams and expand donor engagement.
- Providing ongoing training and professional development opportunities.

Leveraging staff support for fundraising: Leverage retail fundraising or crowdsourcing, tapping into staff networks for smaller contributions. Beyond one-time asks, individual donations can provide ongoing support at an established frequency, offer unrestricted funding, and build a community of supporters that can ripple throughout personal networks. However, results may vary across cultures, and staff comfort levels must be considered.

Explore Further Resources

- Chartered Institute of Fundraising shares [key skills](#) that professionals can put to use in fundraising.
- [Society for Nonprofits Fundraising Guide](#) is a leading resource for nonprofit professionals, it helps close knowledge gaps, develop stronger nonprofit leaders, and build the capacity of nonprofit organizations. The guide includes the eight steps to support a nonprofit's fundraising journey.
- [The Art of Fundraising: A Practical Workbook of Tools and Strategies](#) is a workbook with best practices, useful articles, exercises, and references to assist grantee partners in fundraising. Notably, it includes a section focused on what to look for when hiring fundraising and development staff.
- [Certified Fund Raising Executive's \(CFRE\) glossary](#) provides an updated list of common fundraising terms and language used in the field. This comprehensive list is beneficial to any member, new or experienced, of an organization's fundraising and development team.

Strategy 6: Diversify funding portfolio beyond traditional philanthropy

Donor engagement is a cornerstone of effective fundraising. The key actors in this ecosystem encompass a range of entities, from everyday individuals, high-net-worth individuals, corporates, trusts and foundations to governments. Each type of donor brings unique motivations, priorities, and considerations to the table, shaping how organizations approach fundraising strategies and partnership development. By understanding the distinct needs and expectations of these key actors, CSA organizations can tailor their approaches to effectively foster meaningful relationships. This section provides insights into various types of donors, exploring funder motivations and essential engagement factors and considerations.

Individual Donors

In the United States, individual donors make up 67% of all private support of nonprofits and represented \$374 billion in 2023. If you include bequests, which are gifts from individual estates, individual donors make up 75% of all charitable giving. Individual “everyday” donors are those who contribute smaller, manageable amounts of money to a cause or organization on a regular basis. Everyday donors represent a broad base of community support and come from various socioeconomic backgrounds. While they

may not have the same level of personal engagement or direct interaction with an organization's leadership as major donors, individual donors are often deeply passionate and committed to the cause. Their collective impact is significant, providing steady and reliable unrestricted funding for ongoing operations and programs.

Consider this: The United Nations reported that in 2022, African diaspora remittances reached \$100 billion, surpassing funds received through Foreign Direct Investment (FDI) and Official Development Assistance (ODA).²² While remittances are private and typically sent to family and friends for personal use rather than institutional, charitable purposes, it does signal how the resources collectively owned by Africans in the diaspora can make a difference and a strong culture of giving back—an “exciting possibility of sustainable fundraising for local NGOs.”²³

Motivated by a personal connection to the cause and a desire to contribute to positive change, everyday donors value the ability to see the impact of their contributions, even if they are in smaller amounts. Fundraisers recognize the importance of these donors in building a sustainable and diverse funding base, ensuring the organization is supported by a wide array of contributors.

Individual donors are often motivated by personal connections, emotional appeal, ease of giving, and transparency in impact. They may also tend to sway from issue to issue, depending on news cycles which can be challenging for sustainability. Despite this, individual giving is the most substantial segment of all types of giving. If organizations have the time and resources to fundraise from individuals, this can be a significant source of unrestricted funding.

There are myriad ways to engage with and build a substantial individual donor base, including social media engagement, online campaigns, and fundraising events, which are dynamic gatherings designed to raise awareness and financial support for causes. These events, ranging from charity galas and auctions to walkathons and benefit concerts, engage communities, attract donors, and generate unrestricted funds. These types of fundraising events can often foster connections, raise awareness, and contribute to an organization's fundraising strategy without requiring significant financial investment. If your budget allows, it can be useful to conduct market research to build a deeper understanding of your target audience for meaningful engagement.

²² Katjomuisse, Kavazeua, and Liwaaddine Fliss. “[Reducing Remittance Costs to Africa: A Path to Resilient Financing for Development](#),” United Nations Office of Special Adviser on Africa, n.d.

²³ Munyaka and Umoru-David, “[Fundraising in Africa: How Looking Inward Makes the Difference](#).”

Empowering Children Foundation's Individual Donor Fundraising Strategy

The [Empowering Children Foundation \(ECF\)](#) is Poland's biggest non-governmental organization that works in the field of child protection. ECF provides free assistance to children who have experienced abuse in specialized child advocacy centers, runs a helpline for children, parents, and professionals. and conducts programs on the prevention of child abuse, including safety on the Internet.

To diversify funding, ECF invested in individual donors in the country as an important source of funding. The fundraising strategy for individual donors was prepared based on the selection of activities that have the highest mobilization potential, such as communicating the importance of the topic and providing a sense of direct impact of the donation. The strategy was prepared with the support of the foundation's program departments. While individual donations are critical sources where available, they also face deep competition since individual funders are often swayed by causes that are most pertinent at that moment and offer change regularly, guided by external factors. The fundraising communications team constantly monitor the outside world and, if necessary, respond by mobilizing people to sign petitions and appeals, which are a tool for converting leads. We use our communications to educate on topics related to child protection, but also to develop a culture of donating to non-governmental organizations.

ECF uses a variety of different channels for individual donor outreach, but the most impactful (in terms of reach) have been telemarketing, tax campaigns (in Poland, every individual can donate 1.5% of the tax to the NGO) and online giving. For donor sustainability, consistent communications is critical, keeping them regularly informed about the effects of ECF's work and amplifying successes in continued programming. Ensuring their engagement and ability to reach out to ECF via multiple platforms is also important to maintain two-way communications.

Crowdfunding Platforms as Tools for Donor Engagement

Crowdfunding is a method of raising money from a large number of people, typically online, to fund projects, causes, or businesses. It enables individuals and organizations to quickly mobilize resources and connect with donors globally, especially through platforms where international reach is possible. Below are examples of how organizations have effectively utilized the popular GlobalGiving platform to engage donors worldwide.

Imaginalco (Mexico): [Imaginalco](#), or Laboratorio de Imaginación y Acción Social A.C., helps children, adolescents, and youth in rural Malinalco, Mexico, to choose and live a life they value. Through [GlobalGiving](#), Imaginalco has raised funds for its “ASI no jugamos” (that's not how we play) project that seeks to break the barriers of silence and empower children and youth in Malinalco to talk about child sexual abuse. Imaginalco’s effective storytelling—through project reports, photos and video—along with its transparent reporting on program impact, has helped the organization receive more than 1,300 donations, raising \$65,000 towards an \$80,000 goal.

Lawyers Against Abuse (South Africa): [Lawyers Against Abuse](#) is a charitable organization with a mission to ensure meaningful access to justice for victims of gender-based violence, including sexual violence, domestic violence, and child abuse, by providing legal services and psychosocial support. The organization has raised more than \$63,000 from 350 donors on [GlobalGiving](#). To build trust with donors and keep them engaged and informed, it regularly shares updates from the executive director, and posts photos to showcase the impact of its work

Lifesong Kenya (Kenya): [Lifesong Kenya](#) is a nonprofit organization dedicated to providing a safe space and transitional housing for boys and young men who have endured stigma and trauma due to exploitation, neglect, violence, and sexual abuse. As a vetted nonprofit on GlobalGiving since 2020, Lifesong Kenya leverages the platform to raise funds for ongoing programs, highlighting its mission, solution, and long-term impact. By sharing photos and compelling video content, the organization engages donors and makes its cause relatable. GlobalGiving allows donations in various currencies, including Kenyan Shillings, which allows the organization to promote its cause locally and beyond. In a [recent campaign](#), Lifesong Kenya raised nearly \$4,000 from 21 donors in under three months by tying donations to specific program needs.

Popular crowdfunding platforms:

- [Donadora](#) (Mexico): Certified as a [B Corporation](#) since 2016, Donadora is committed to business for social good. More than 766,000 donors have contributed MXN \$422 million to causes through the platform since its founding.
- [GlobalGiving](#): A nonprofit organization, GlobalGiving has facilitated support to projects across a range of causes, including human rights, education, and women and girls, spanning seven continents. Nearly 50% of GlobalGiving's partners are internationally registered, and funds have been disbursed to projects in more than 175 countries.
- [M-Changa](#) (Kenya): M-Changa is an online and mobile fundraising platform that provides individuals and institutions with a simple, secure and convenient way to raise funds virtually. Founded in 2011 with a mission to empower fundraising for Kenyans, by Kenyans, M-Changa is now described as Africa's largest online fundraising platform. Take a deep dive with this [case study of M-Changa's approach to digital fundraising](#).

High-Net-Worth Individuals

High-net-worth individuals (HNWIs) often contribute significantly more than traditional foundations. In 2022, the top 10 charitable gifts from individual donors or their foundations totaled nearly \$9.3 billion, with a single gift from Bill Gates amounting to \$5 billion.²⁴ According to Wealth-X, UHNWIs, defined as those with wealth exceeding \$30 million, contributed \$190 billion globally in 2022. In North America alone, UHNWIs accounted for over \$91 billion in donations, representing nearly half of the total global contributions by this group. This far exceeds the giving capacity of traditional foundations, which collectively contribute a substantial yet comparatively smaller amount.²⁵ These donors may be driven by personal passions, desire for direct impact, recognition, or alignment with specific causes. Building personal relationships and demonstrating tangible outcomes are key to engaging HNWIs.

While cultivating relationships with HNWIs can require a significant time investment and involve uncertainty in predicting the likelihood of a major gift, the potential rewards are substantial. These HNWIs are able to make truly transformational gifts that can fundamentally change the organization and take it to a higher level. These gifts may take multiple years to cultivate. Most HNWIs have a dedicated team managing their philanthropic efforts. Organizations, especially leadership or board members, should focus on connecting with these teams to effectively communicate their mission and how it aligns with the philanthropists' giving portfolio.



Engaging High-Impact Donors through Philanthropic Advisors

Philanthropic advisors can play a crucial role in supporting NGOs by supporting the development of effective fundraising plans, particularly targeted towards family foundations and HNWIs. By leveraging their expertise, advisors can partner with NGOs to educate potential donors on the gravity and scope of CSA issues, fostering a deeper understanding and emotional connection to the cause.

Philanthropic advisors can act as thought partners, helping NGOs develop compelling narratives and strategic funding proposals that resonate with family foundations and HNWIs. Advisors can also provide insights into the preferences and philanthropic trends among wealthy donors, assisting NGOs in aligning their initiatives with these interests. By creating personalized engagement plans and facilitating introductions to key donor networks, philanthropic advisors enhance the visibility and appeal of NGOs' missions, ultimately driving more substantial and sustained financial support.

²⁴ BWF. "[Giving USA 2023 Report Insights](#)." June 21, 2023.

²⁵ Wealth-X. "[Ultra High Net Worth Philanthropy 2022](#)." January 26, 2022.

Thorn's Leveraging of HNWI Philanthropic Giving

[Thorn](#), a nonprofit that builds technology to combat child sexual abuse and exploitation in the digital age, has effectively leveraged HNWI funding to advance its mission. Through personalized outreach with potential donors and articulating the impact of Thorn's work, they were able to foster deep, meaningful relationships with major philanthropists. Thorn has also made their work relevant to new types of donors who wouldn't have initially realized CSA was an issue related to them. For example, by illustrating for tech-forward innovators the role technology has played in these harms and in outlining the role technology can play as part of the solution, Thorn made the issue relevant to a new donor base.

Thorn has also successfully participated in collaborative funding initiatives like [The Audacious Project](#), a TED initiative that aggregates resources from a group of committed individual philanthropists and institutional funders to support transformative projects. Thorn's inclusion in The Audacious Project resulted in a substantial influx of funds, allowing it to scale and expand its technology solutions, including its flagship product, Safer which helps tech platforms detect child sexual abuse and exploitation. Thorn has also strategically introduced an earned revenue model into its long-term funding structure which has been attractive to business-minded philanthropists. By investing in Thorn's solutions that both deliver mission impact and introduce an earned revenue model, the philanthropists are extending the impact of their philanthropic investment at Thorn.

Through strategic engagement with HNWIs and participation in collaborative initiatives, Thorn has successfully leveraged philanthropic giving to expand its mission and enhance its impact on protecting children from exploitation. This case study underscores the importance of personal relationships, demonstrating relevance and impact, innovative funding models and collaborative efforts in securing and maximizing philanthropic support from high-net-worth individuals.

Corporates

Many companies donate a portion of their annual profits to charitable causes, with best practices recommending they donate at least one percent of pre-tax profits to address the biggest challenges in society. Corporate donors often seek projects that align with their brand values, community impact goals, and employee engagement strategy. In addition to donations, companies may engage in corporate social responsibility (CSR) initiatives, sponsorship or cause-related marketing. Corporate giving may be motivated by a desire for public visibility, marketing opportunities, tax incentives, or as a differentiator for recruitment within a competitive job market. Some countries have enacted major laws that require certain companies, based on size, revenue, or operational location, to invest a portion of their profits into community programs. A 2023 study found that after India implemented its Companies Act in 2013, 39%

of companies' CSR projects between 2014-2017 were implemented through NGOs,²⁶ highlighting an opportunity for collaboration between nonprofits and corporations to unlock funding.

Corporate donors also offer pro bono support (i.e., skills-based volunteerism by employees) or other in-kind donations, such as products, services, and meeting space. However, it is crucial for nonprofits to check value alignment with corporate funding streams, especially those working in digital technologies.

CASE STUDY

Internet Watch Foundation's Corporate Partnerships

The [Internet Watch Foundation](#) (IWF) makes the Internet a safer place for children and adults across the world by detecting, disrupting, removing, and preventing the creation and sharing of online CSA images and videos.

IWF has appointed a [Head of Fundraising](#) to enhance income diversity, particularly by strengthening corporate partnerships. To identify corporate partners that align with its mission, IWF conducts research through prospecting platforms to identify companies with shared values, alignment and objectives. This involves assessing potential partners' corporate social responsibility (CSR) initiatives and environmental, social, and governance (ESG) commitments. The goal is to find organizations that are not only willing to provide financial support but also engage in strategic meaningful, mission-driven activities.

A prime example of a successful corporate partnership is its collaboration with Pinsent Masons, a leading multinational law firm. The Pinsent Masons cyber team partnered with IWF to host the "[Move for a Safer Internet](#)" challenge, an innovative four-week campaign aimed to raise both funds and awareness for the IWF's critical work. The campaign centered around the IWF "minute statistic" highlighting the relentless efforts of the IWF to remove criminal imagery from the internet. (In 2022, IWF assessed a webpage every one-and-a-half minutes.) Inspired by platforms like Strava, the competition focused on accumulating minutes engaged in sports rather than distance. This unique approach fostered a sense of community and shared purpose among participants. The team raised over £16,000 for IWF, crucial for the IWF's core operations where £50 can prevent the sharing of abusive images and £100 can issue Takedown Notices to protect victims from ongoing victimization.

The key to successful corporate partnerships is forming and maintaining two-way relationships. IWF builds trust and mutual benefits with its partners, integrating them into the charity by keeping them updated with campaigns, [newsletters](#), annual reports, and specific projects. This involvement, highlighted through [social media](#), news posts and blogs, ensures partners and their employees feel engaged, connected and valued.

²⁶ Bode, Christiane, and Aline Gatignon. "[When few give to many and many give to few](#)," Strategic Management Journal 44, no. 9, September 2023: 6.

Trusts and Foundations

Trusts and foundations are grantmaking organizations that have been established to support charitable causes. They often have specific focus areas and grantmaking processes, which may or may not be detailed on their websites and publicly available materials. Trusts and foundations may prioritize long-term impact, alignment with their mission and funding criteria, and sustainable outcomes.

Trusts and foundations may require an intentional relationship-building approach. This can involve carefully reading their website and publicly available materials to gain a clear understanding of their mission, vision, funding criteria, and impact objectives. The amount of time and depth of engagement to build a relationship with trusts and foundations will vary depending on their staff time and interest in engaging with new funding applicants.

Lastly, some trusts and foundations only issue grantmaking opportunities via invitation. Others accept letters of inquiry or expressions of interest to learn about new work, or host open opportunities available to any organization that meets a specific set of criteria. Research is key to assessing how well your organization may align to any trust or foundation's giving portfolio.

Planned Giving

Planned giving is a fundraising strategy that secures long-term financial support through donors' estate plans. This form of giving typically includes bequests, charitable remainder trusts, charitable lead trusts, and other financial arrangements that are planned ahead of time and executed as part of an individual donor's overall financial or estate planning.

The simplest planned gifts involve supporters designating a portion of their estate or trust to a nonprofit. Other planned gifts that are easy to execute include leaving a portion or all of an individual retirement account (IRA) or other retirement plans, life insurance policies, donor advised funds, and annuities to a nonprofit.

Planned gifts can also encompass appreciated securities, real estate, and charitable remainder trusts. These gifts can help donors maximize their assets while they are still living, and enable larger, more impactful future gifts that might not have been possible otherwise. In addition, in the United States, donors may avoid capital gains taxes and estate taxes. Another benefit of planned gifts is that most are unrestricted and can be immediately deployed to the organization's highest needs or added to an endowment, providing a steady flow of funding for the nonprofit.

CASE STUDY

Los Angeles Regional Food Bank's Planned Giving

The Los Angeles Regional Food Bank has expanded its planned giving program in the past seven years. Initially making a small investment in a planned giving consultant to manage email and mail communications, the Food Bank has seen planned giving revenue increase more than four times in that period and is now generating more than USD \$1.6 million a year, mostly coming from estate gifts. The donors who have provided legacy gifts are averaging donating 14 times above their lifetime giving value. The Food Bank recently hired a Planned Giving Director to oversee the program, reinvesting in this strategy to ensure the program continues to perform well.

Successful tactics include planned giving newsletters, email communications about other ways to give, highlighting the planned giving society donors, and planned giving surveys of existing donors. Stewarding loyal annual donors well has led to significant increases in estate gifts, IRA disbursements and gifts of securities. Only a small percentage of people notify the organization that they have included the nonprofit in their estate plans, so the Food Bank is intentional to treat all donors well, promptly and properly acknowledging their gift no matter what the level of gift is.

Recently, its fundraising and development team was notified that a loyal volunteer who had never previously made a financial commitment to the Food Bank made the organization a beneficiary of half of his nearly \$4 million-dollar estate. The unrestricted funding will help provide millions of individuals and their families with nutritious food across Los Angeles County.

Governments

Government donors range from local to national to international bodies. Their funding decisions are often influenced by policy priorities, political considerations, and the need for measurable public impact. Government donors may seek projects that align with broader socio-economic objectives and policies.

While government funding offers substantial resources over extended periods, the application process can be arduous. Challenges include bureaucratic delays in disbursement, stringent tracking, and rigorous reporting requirements. Despite these hurdles, securing government funding can significantly bolster organizational sustainability and program scalability.

CASE STUDY

How Moore Center Advocated for New Government Funding for Research

The [Moore Center](#) is globally recognized for research, education, and advocacy that is transforming the way the world thinks about child sexual abuse: from inevitable to preventable. Their mission is to prevent child sexual abuse through targeted efforts and collaborations with survivors, advocates, policy makers, practitioners, law enforcement, researchers, and funders.

The Moore Center partnered with CRD Associates to support their goal to increase the funding at the federal level for CSA prevention research and support evidence-based policies. The partnership resulted in introducing a new line item in the federal budget for \$1 million to the U.S. Centers for Disease Control and Prevention in support of CSA prevention research. The line item has increased each year and was allocated at \$3 million for 2023.

The engagement with CRD focuses on the following strategies:

1. **Advocacy and Policy Influence:** CRD works to influence federal policymakers and legislators by highlighting the critical need for research in CSA prevention. They advocate for increased funding allocations in federal budgets and policies that support research initiatives.
2. **Coalition Management:** The long-term engagement allows the Moore Center and CRD to build and maintain strong relationships with stakeholders in the federal government. This includes legislators, policymakers, and other influential figures who can champion the cause and facilitate funding.
3. **Securing Grants and Funding:** By leveraging their expertise and connections, CRD assists the Moore Center in identifying and applying for federal grants and other funding opportunities. This targeted approach increases the likelihood of securing the necessary funds to advance their research efforts.

Moore Center's partnership with CRD is a comprehensive effort to ensure sustained and increased federal support for their vital research work. By engaging a professional advocacy group, the Moore Center enhances its ability to influence policy, secure funding, and ultimately advance the field of CSA prevention.

In-Kind Support

Survey participants highlighted various in-kind donor approaches and practices that have supported their fundraising efforts. In-kind support refers to non-monetary assistance provided by funders to help strengthen and improve the operational capacity, management, or effectiveness of an organization. This support typically comes in the form of goods or services rather than direct financial contributions.

Grantee partners shared examples of in-kind donor support they have received, including budget flexibility and allowances for implementation modifications. Innovative practices were also shared including integrating budgets for fundraising within the grant itself, enabling organizations to seek co-funding for their initiatives. Additionally, it was highly beneficial for donors to provide fundraising support through funding network connections and consultations on larger fundraising campaigns.

Other examples of in-kind support from donors include:

- Meeting space
- Pro-bono legal support
- Communications and advocacy support
- Access to software (e.g., QuickBooks, Salesforce)
- Coaching on strategy fundraising
- Retreat facilitators
- Training on proposal development
- Support for transitioning to 501(c)(3) status (U.S.)
- DEI specialists
- Review of draft proposals
- Guidance on board setup
- Trauma-informed care and support for staff
- In-kind ad credits for social media and online search companies

Explore Further Resources

- [Fundraising Handbook for Child Protection \(CP\) and Gender Based Violence \(GBV\) in Humanitarian Action](#) offers practical guidance to CP and GBV coordination groups and their members. The Handbook's primary objective is to help these groups access more humanitarian funding. It addresses the specific challenges faced by CP and GBV programming, emphasizing the sensitive nature of these sectors. The guidance is based on interviews with donors, humanitarian fund managers, and operational staff, highlighting various strategies to enhance funding opportunities.
- [Social Purpose Action Resource Kit \(SPARK\)](#), powered by Panorama Global and funded by the Phillips Foundation, is a vetted hub of resources made by and for changemakers. It serves as a one-stop-shop for nonprofit leaders who need support in bringing their vision to life. Included in the kit are SPARK Guides, a compilation of topical resources on topics such as fundraising, nonprofit leadership, and more.

Example of Comprehensive Fundraising Strategy

For transformative change that can address the root causes of CSA and work to prevent and respond to the issue, committed, long-term funding is critical. Bringing donors along on the organizational journey, through strong relationships and partnerships, has led to favorable responses. Coalitions and movement building have played strong roles in advocating for the issue area, as have donor collaboratives which have supported donors interested in issues to come together and advance the field. The following case study charts one organization's experience in planning for long-term fundraising.

CASE STUDY

Arpan's Approach to Long-Term Funding

[Arpan](#) is a nonprofit working towards the elimination of CSA in India, providing prevention and healing intervention services to both children and adults. With a focus on education and advocacy, Arpan has impacted over 20 million children and adults. Arpan's primary initiative involves teaching personal safety to children and adolescents (ages 4 to 16) in schools, supporting their ability to recognize and seek help in unsafe situations. Through partnerships with government bodies, school chains, and other nonprofits, Arpan continues to expand its reach and influence.

Donor Engagement and Relationship Building: Arpan believes it is critical to cultivate strong donor relationships to support fundraising efforts and to contribute to long-term, sustainable funding models. Arpan maintains consistent and transparent communication with funders, providing regular updates on their contributions' impact. Key strategies include:

- Conducting thorough research on potential funders to tailor pitches to align with their interests and strategies
- Viewing donors as "co-travelers," fostering open dialogue about operational challenges to seek guidance and co-develop strategies
- Practicing patience and persistence in securing in-person meetings with as many people as possible to build a relationship, sometimes taking up to two years to build alignment with new funders
- Building a dedicated fundraising team to nurture donor relationships, reducing dependency on the founder/CEO
- Viewing funder engagement beyond monetary support, requesting support for organizational needs such as technology and management information systems
- Hosting an annual review event to showcase yearly achievements and share compelling impact stories

For instance, Arpan's internal research to identify new aligned funders led them to collaborate with Draper Richards Kaplan Foundation (DRK) whom they were introduced to through their network. Beyond providing funding, DRK supported Arpan with organizational and fundraising capacity, including pitch deck development, proposal submission, and strategic support to Arpan's leadership in refining the Theory of Change. In addition, DRK pitched Arpan's work to other funders in their circles and championed their work, which rippled into several funding conversations. DRK also motivated Arpan to apply for big grant awards like Audacious, opening the organization's work to international funding circles.

Most recently, Arpan was awarded \$3 million in unrestricted funding through a MacKenzie Scott grant, meeting the evaluation criteria specific to their size, geography, and mission for indicators of high potential for sustained positive impact, including stable finances, multi-year track records, measurement and evidence of outcomes, and experienced leadership representative of the community served.

Sustainable, Long-Term Funding: To ensure long-term sustainability, Arpan focuses on diversifying its funding portfolio across foundations, HNWI's, and corporate donors. Arpan encourages funders to commit to multi-year and multi-program support by maintaining transparency about fund usage and highlighting the flexibility these funds offer. Arpan has established reserves to buffer against unexpected challenges and requests their long-term funders to allocate 10-20% of their funding to reserves. Discussions about this transition are carefully tailored based on the relationship and experience with each funder. Arpan's credibility is bolstered by achieving multiple awards, due diligence certifications like GuideStar, and workplace certifications like Great Place to Work, which reassure funders of the organization's reliability and effectiveness.

Conclusion

Our analysis underscores the critical importance of securing funding to prevent and respond to CSA. The urgency of this matter demands innovative approaches and steadfast commitment. To support these efforts, we identified six overarching strategies: establish a strong foundation for effective fundraising; cultivate and steward your existing donors; educate, activate, and steward your board of directors; utilize storytelling and content marketing tools; invest in fundraising and development human capital; and diversify funding portfolios beyond traditional philanthropy.

While these strategies are not exhaustive, they provide a framework to strengthen fundraising efforts and they are applicable to CSA organizations as well as across other fields. Increasingly, nonprofits are implementing fee-for-service models or earned revenue streams, highlighting the importance of flexibility and innovation in fundraising.

To navigate this complex and evolving landscape, nonprofits must continue to be adaptable, embrace emerging fundraising trends, leverage collective expertise, and invest in building the capacity to engage in a diverse range of funding approaches. This is key to creating sustainable impact and securing the resources needed to drive meaningful, lasting change.

Acknowledgements

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About Panorama Strategy

[Panorama Strategy](#) is a woman-owned and women-led consulting firm that partners with organizations and leaders to turn their vision for social impact into a reality.

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Appendix A. Global Partnership to End Violence Against Children Investment Case

The following investment case, developed for the Global Partnership to End Violence Against Children with funding from the Children's Investment Fund Foundation, is unpublished. Panorama Strategy received permission from the funder to include it in this Fundraising Guide for Sexual Abuse Prevention.

Tackling Childhood Sexual Violence Investment Case: An Introduction

December 2022



Dalberg



The End Violence Partnership is at the forefront of an ambitious agenda to **turn the tide of sexual violence against children.**

Working with adult survivors and partners we will build the evidence base, facilitate collaborative action across sectors, mobilise domestic and international finance, and **invest to transform systems for prevention, healing and justice** – to better protect children now and to prevent future abuse and exploitation.



Helle Thorning-Schmidt
*Former Prime Minister of Denmark;
Board Co-Chair, End Violence Partnership*



Joy Phumaphi
*Executive Secretary of the African Leaders Malaria Alliance;
Board Co-Chair, End Violence Partnership*

\$1 Billion mobilized and invested over 3-4 years could:

- **prevent ~27 million children from experiencing sexual violence**
- **enable prevention programming to directly reach ~1.1 billion people with initiatives focused on preventing childhood sexual violence**

A breakthrough moment on Childhood Sexual Violence

Childhood sexual violence (CSV) happens at home, at school, online and in communities. And it happens at appalling scale; estimates suggest that more than 1 billion people have experienced CSV.

A combination of political attention, the newly-organised voices of adult survivors, media attention and the availability of scalable solutions are aligning to create the conditions for a breakthrough on CSV.

Tackling CSV can be the ‘tip of the spear’ in tackling violence against children and have a ripple effect on other development outcomes. Existing investments through the End Violence Fund show that programming to tackle CSV raises awareness, builds capability and strengthens the systems needed to prevent and respond to multiple forms of child violence, abuse and exploitation. Tackling CSV also has a positive multiplier effect on child health, education, gender equality and economic growth.

Supported by Dalberg Advisors, and in collaboration with adult survivors, experts, implementing partners and donors, the Global Partnership to End Violence Against Children has developed an investment case to mobilise an initial \$1 Billion through the End Violence Fund - to prevent at least 27 million children from experiencing CSV and lay the foundations for much greater impact. This *Introduction* summarises key elements of the full technical investment case, developed with generous financial support from Oak Foundation.

We invite you to collaborate with us as survivors, experts, champions, advocates, implementing partners and donors to further strengthen the investment case, mobilise new resources, and turn the vision for a breakthrough on CSV into a reality for millions of children.

End Violence Secretariat, December 2022

The End Violence Partnership

Launched by the UN Secretary-General in 2016, the Global Partnership to End Violence Against Children is the only global partnership and fund solely dedicated to ending all forms of violence against children.

The **End Violence Partnership** is a platform for collective, evidence-based advocacy and action, working with a global coalition of 750+ organizations across every continent and sector.

The **End Violence Fund** is a flexible funding vehicle with a track record of identifying new and emerging challenges and investing in initiatives that have the potential to have impact at scale.

The End Violence Board Co-Chairs will lead a **Transition Task Force** to ensure Partnership and Fund readiness to manage and invest for maximum impact the initial \$1 Billion envisioned in the Childhood Sexual Violence Investment Case.

Selected Board members



Helle Thorning-Schmidt
Former Prime Minister of Denmark;
Board Co-Chair, End Violence Partnership



Joy Phumaphi
Executive Secretary of the African Leaders Malaria Alliance;
Board Co-Chair, End Violence Partnership



Meg Gardinier
Secretary-General, ChildFund Alliance,
Representing the 16 member End Violence Civil Society Forum



Dr Tedros Adhanom Ghebreyesus
Director-General, World Health Organization



Cathy Russell
Executive Director, UNICEF

Ministers from governments including:





ONE SURVIVOR

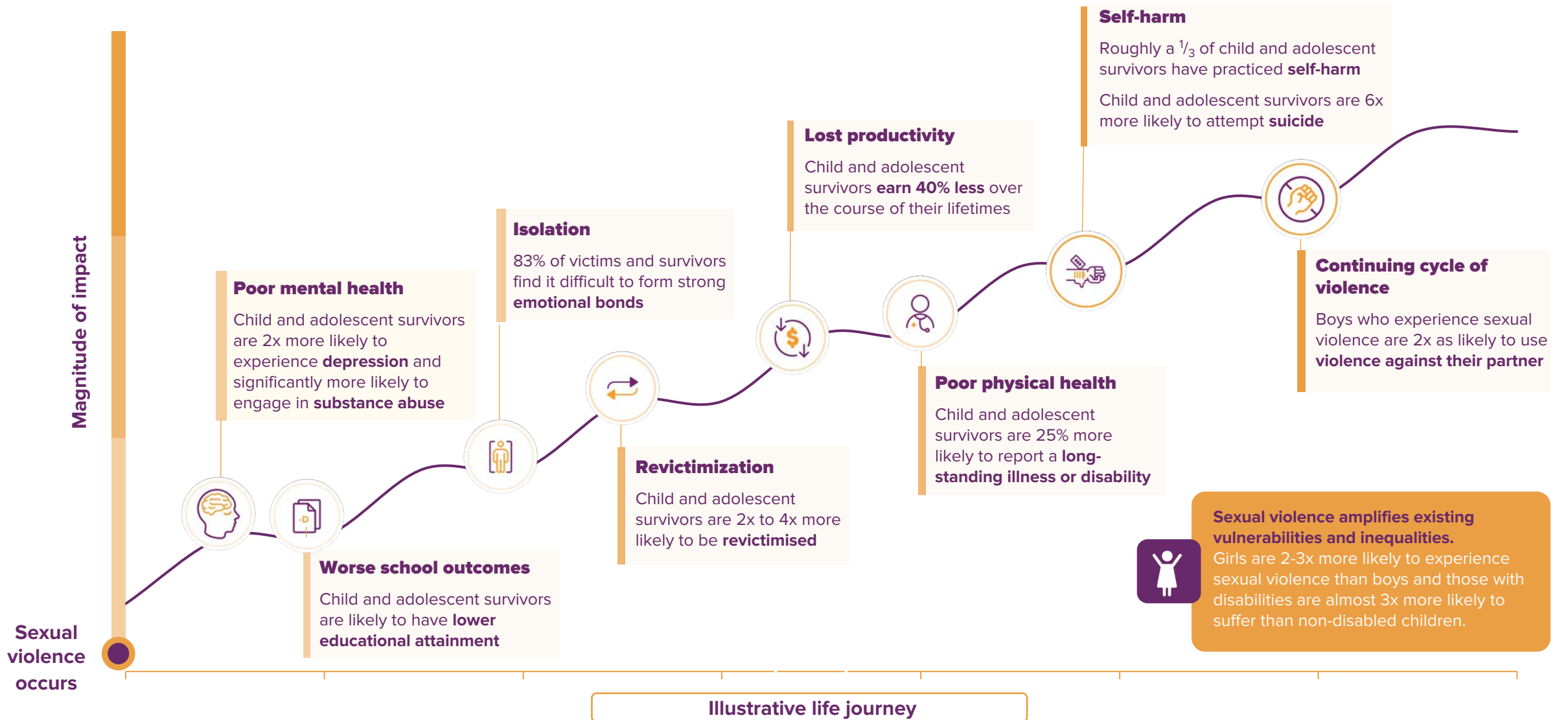
Brisa De Angulo is a survivor. At the age of 15, she was repeatedly sexually abused by her own relative. But **Brisa received the support she needed to overcome her challenges and she now lives a healthy and productive life.**

But for hundreds of millions of children, the support they need never arrives, leading to personal destruction that can last a life-time.



Have experienced sexual abuse as a child... and the damaged relationships with family members and friends that result affect countless others

Personal destruction from CSV can last a life-time



CSV at scale undermines progress on many development outcomes

SDG	Development priority	Evidence
	Health and Wellbeing Victims/survivors have mental and physical health outcomes that are substantially worse than average	Child and adolescent victims/survivors are up to 4x more likely to be out of the labour market due to sickness and/or disability ~30% of child and adolescent victims/survivors have attempted self-harm and ~70% have had post-traumatic stress disorder
	Education Victims/survivors are less likely to attend school and learn effectively	13% of children who have experienced violence do not graduate from school
	Gender Equity Girls are more likely to experience sexual violence – this reinforces existing gender inequity	Girls typically report rates of sexual violence that are 2-3x higher than boys 150 million girls experience rape or sexual violence each year
	Economic Development Childhood sexual violence significantly reduces GDP and places a sizable cost burden on victims/survivors	Childhood sexual violence costs the UK \$13 billion each year through its impacts on victims/survivors, and prevention/response services Childhood sexual violence costs victims/ survivors in the US \$330,000 over their life (e.g., lost earnings)

Digital connectivity can transform children's lives, but it is also dramatically increasing the risk of CSV

The internet and the rise of social media have **increased the number of children accessible to predators...**

1 in 3

Internet users are children and, every half second, a child goes online for the first time

800 million children

currently use social media

750,000

At any one time, 750,000 individuals are estimated to be looking to use online social media platforms to connect with children for sexual purposes

Online market

Increasing connectivity and the availability of inexpensive streaming devices have facilitated an online market for the paid livestreaming of child sexual abuse

... making online child sexual abuse one of the **most urgent issues** of our time

A decade ago, there were **less than one million reports** of child abuse material.

In 2021 there were **29 million reports**, containing over 85 million pieces of suspected child abuse material (images and videos).

Forces are aligning for a breakthrough: Unprecedented political commitment

In June 2022, following advocacy by survivors and others, G7 Leaders made an unprecedented commitment to tackle CSV



2022 | G7 Final Communiqué, 48th G7 Summit

*“We commit to step up our fight against trafficking in human beings and our efforts to **prevent and combat child sexual abuse and exploitation globally, both online and offline.** We ask our Interior Ministers to take forward the implementation of the Action plan to combat Child Sexual Exploitation and Abuse from September 2021”*



2021 | G7 Interior and Security Ministers, Ministerial Commitments

*“We commit to work together to maximise the collective impact of the G7 in protecting children around the world from child sexual exploitation and abuse...such as [through] investment in and support for the **Global Partnership and Fund to End Violence Against Children**”*

Forces are aligning for a breakthrough: Growing awareness and attention

Global media coverage is raising awareness of the issue

Survivor and grassroots movements are getting attention

The New York Times



The Internet Is Overrun With Images of Child Sexual Abuse. What Went Wrong?

The images are horrific. Children, some just 3 or 4 years old, being sexually abused and in some cases tortured.

Pictures of child sexual abuse have long been produced and shared to satisfy twisted adult obsessions. But it has never been like this...

The Washington Post



Sexual Assault Against Boys Is a Crisis

Though sexual violence mostly affects girls and women, male victims are still astonishingly common. I was shocked to learn that as many as 1 in 6 boys is sexually abused during childhood...



Their growth has generated global momentum – for example:

In 2021, the collective effort of survivor-led movements culminated in the successful launch of the first **“World Day to End Sexual Violence Against Children and Adolescents”**

Forces are aligning for a breakthrough: We know enough about what works to disrupt CSV

Proven solutions developed with and by partners can be taken to scale while we continue to invest to strengthen and promote the evidence base



2015

Developed the **Model National Response framework for ending online sexual abuse** through coordinated changes to policy, law, media, etc.

2016

Initiated the **INSPIRE package of evidence-based strategies** for ending violence against children, in collaboration with nine global agencies.

2019

Published a **detailed review ~35 initiatives**, to determine what works to tackle sexual violence.

2020

Published a **240-page review of the evidence** behind interventions that tackle childhood sexual violence.

2021

Released a **national blueprint** of comprehensive strategies to tackle sexual violence against children and adolescents.

Investment in evidence, action and financial mobilisation to shift systems

The End Violence Partnership will

Invest to transform systems that protect children now and prevent future abuse and exploitation by pursuing **prevention, healing and justice**



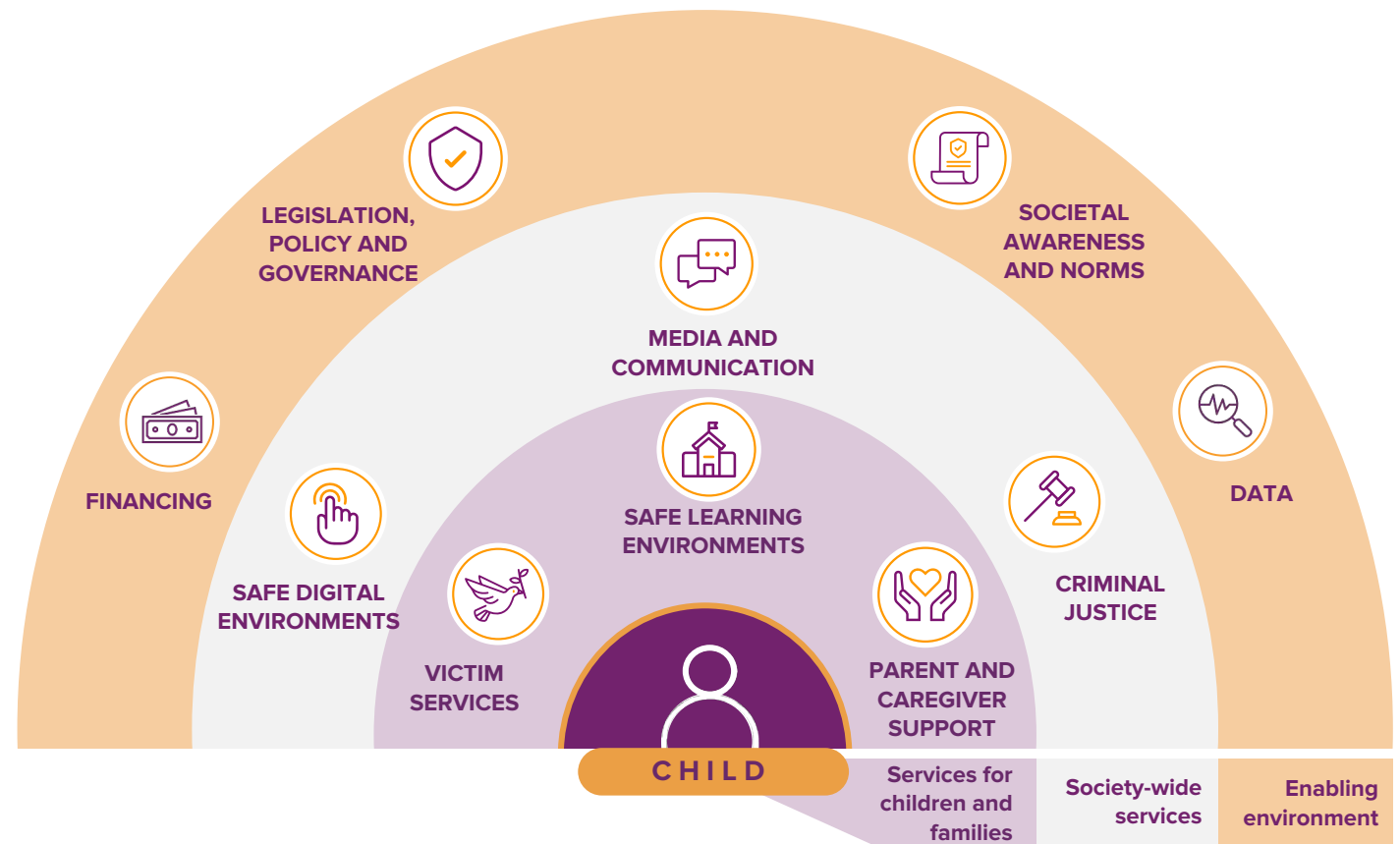
Build and align the evidence base to enhance access to data on what works and to fill knowledge gaps



Facilitate coordinated advocacy & action to prevent ecosystem fragmentation



Mobilise domestic and international funding to ensure growing awareness is translated into sustained action



Investment in national and global systems outcomes

We anticipate the majority of funding will go to country programming with some funding directed to global initiatives

ENABLING ENVIRONMENT



Legislation, policy and governance

Advocacy and evidence drive high-level commitment to tackling CSV, demonstrated through appropriate laws, policies and programs being funded and implemented



Financing

Investments incentivise new funding and financial resources sustainable beyond End Violence's involvement



Data

Harmonised data informs strategic investments, policy and best practice



Societal awareness and norms

Norms and behaviours support non-violent, respectful, nurturing, positive and gender equitable relationships

SERVICES – SOCIETY-WIDE



Media and communication

Public, professionals and policymakers have increased CSV awareness as a result of public campaigns and advocacy



Safe digital environments

Children are safe online and the internet is used to prevent rather than enable CSV



Criminal justice

Justice systems are survivor-centred and work across borders to protect children

SERVICES FOR CHILDREN AND FAMILIES



Safe learning environments

All children receive education that supports violence prevention and are safe in education



Victim services

Victim services are trusted and survivor-centred



Parent and caregiver support

Children are safe at home and in institutions

Investment for reach and impact

Initial estimates suggest that investment could protect ~27m children from sexual violence and lay the foundations for longer-term change



\$1 billion could...

Drive a decline in cases of sexual violence by creating an **environment that fosters high-efficacy, cost-effective programming** while accelerating action against multiple forms of violence against children and supporting progress towards other development outcomes



Enable prevention programming to directly **reach ~1.1 billion people** with initiatives focused on preventing childhood sexual violence



This could prevent ~27 million children from experiencing sexual violence which in turn could **prevent 105 million parents and siblings of those children** from experiencing the secondary trauma of sexual violence

Methodological note

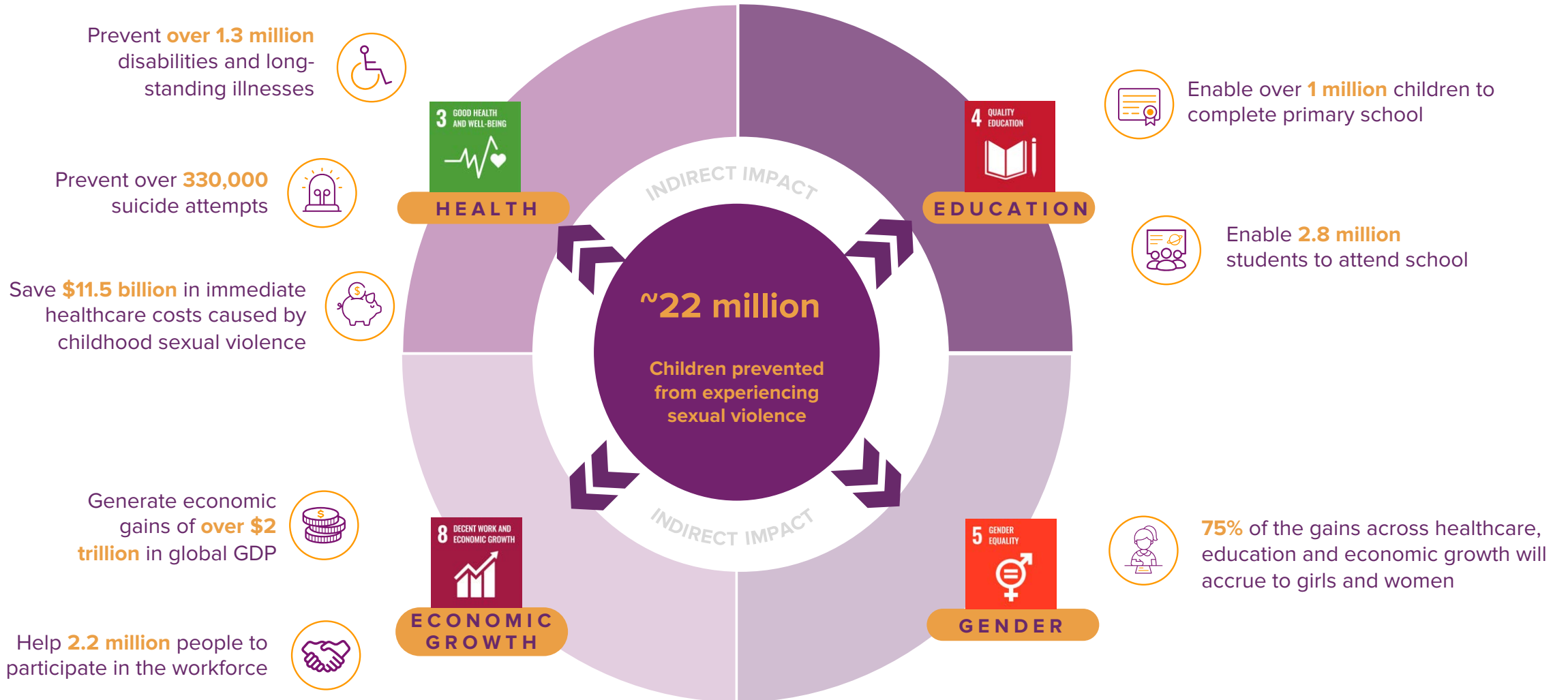
These estimates are based on limited information, owing to data limitations in this space. As such, the figures are directional and will be revised as more data on interventions' return on investment becomes available. Investing to fill these knowledge gaps will be a priority.

The figures here are baseline estimates, grounded in assumptions around how End Violence will allocate its portfolio across geographies and intervention types. The assumptions made have been deliberately cautious. In alternate scenarios, estimates would be significantly higher, e.g., 2.9 billion people reached and 71 million cases avoided.

Investment: Guiding principles

WHY Purpose	<ul style="list-style-type: none">• Focus on childhood sexual violence, recognising this work is the 'tip of the spear', which builds systems that address many forms of violence against children, in line with achieving SDG 16.2
WHAT Interventions	<ul style="list-style-type: none">• Support prevention, healing and justice interventions, with emphasis on the former, where we see most potential impact• Invest in innovation and evidence-generation on 'what works' across contexts• Build and strengthen systems, working holistically rather than focusing on standalone interventions, and in turn, creating an enabling environment for long-term future impact
WHO Partners	<ul style="list-style-type: none">• Country-led, meaning national governments and in-country partners - informed by survivor and civil society perspectives – setting agendas and matching investment as a demonstration of commitment• Support survivor-led and -informed organisations and ensure their voices guides decision-making on investment allocation• Ensure grassroots organisations can access support. We commit to them receiving a significant minimum percentage of investments from the total funds.• Enable the work of other ecosystem actors, at the national, regional and global level• Collaborate with other development sectors for multiplier impact, e.g. Education, Health and Gender
WHERE Focus geographies	<ul style="list-style-type: none">• Support global, regional and national work, allocating a certain quota of investment to more focused effort in a small number of countries where we build a proof of concept for systemic work

By collaborating with other sectors we will increase collective impact



The End Violence Partnership is well-positioned to catalyse change

A recognised global platform for collective, evidence-based advocacy, action and investment



750+
Organisations



Save the Children



50+
Governments have made commitments



The End Violence Partnership has a track record on investing for impact

End Violence is a seasoned grant-maker, capable of reaching diverse grantee partners

CASE STUDY

Project: Safe Online Albania
Investment: \$1 million



To date, End Violence has successfully:



Awarded grants to **85+**
different recipients



Made investments in **75**
countries, including
global and regional projects



Deployed over **\$84 million**

By leveraging our convening power and knowledge of what works, and in partnership with UNICEF, WeProtect, and the Albanian Government, we delivered whole-system change:



Awareness: Reached ~100,000 people (~4% of population) with education and awareness campaigns



Policy: Supported the Government to assess existing legislation, draft a national action plan, and clarify ownership and accountability



Criminal justice: Delivered training to police, prosecutors, and judges on how to investigate and prosecute online cases



Industry: Worked with internet providers to deliver safe Wi-Fi, capable of halting access to child sexual abuse content



Victim services: Used software upgrades to enable the national child helpline to work 24/7 and shift to remote working during COVID

The End Violence Partnership is trusted by leaders and supported by public figures

National governments committing to action

More than 50 Governments committed to ending child violence work with the End Violence Partnership, including:



Illustrative selection of public figures with whom we work

Selected champions of ending violence against children and collaborators with the End Violence Partnership:



Jeffrey Sachs
Economist and academic



Amina Mohammed
UN Deputy Secretary-General



Patrice Evra
Football Champion and Activist



Ursula von der Leyen
President of the European Commission



Kailash Satyarthi
Nobel Laureate



Julie Inman Grant
Australia's eSafety Commissioner



Queen Silvia of Sweden
Founder of the World Childhood Foundation



H.E. Hakainde Hichilema
President of Zambia



David Moinina Sengh
Minister of Education, Government of Sierra Leone



Ashton Kutcher
Actor, producer and Co-founder of Thorn



Gitanjali Rao
Young investor and TIME kid of the year



Mehnaz Akber Aziz
Member, National Assembly of Pakistan

www.end-violence.org



Dalberg

Appendix B. Additional Resources

Fundraising Guides

- [BlackFox Global](#) Fundraising Handbook (downloadable from the website) offers best practices, strategies and insights from their work assisting fundraising for diverse clients and organizations.
- [Candid](#) offers a range of resources for nonprofits, including sample grant proposals, fundraising plans, budget templates, and access to funding databases and training courses.
- [Fundraising for Change: A Practical Guide for Women's Organizations](#) is a guide designed to empower women's organizations with effective fundraising strategies. It provides practical advice on understanding the fundraising landscape, leveraging community resources, and crafting comprehensive fundraising plans. The guide emphasizes the importance of building strong relationships with donors, using storytelling to connect with supporters, and exploring various fundraising methods such as crowdfunding, events, and grant proposals.
- [Relationship-Based Fundraising: A Field Guide](#) is an interactive guide that provides an easy-to-use set of activities, case studies, tools, and best practice templates to support nonprofits of all sizes with building fundraising strategies that sustain their impact.

Online Courses and Trainings

- The [Nonprofit Learning Lab](#) is a national nonprofit that offers online nonprofit training on facilitation, fundraising, strategic planning, communications, volunteer management, and free resources to nonprofits scale.
- [Fundraising Guide for Nonprofits](#) offers resources and support to nonprofit leaders focusing on financial management and strategy (from The Nonprofit Finance Fund). Resources include webinars, reports, tools, videos, and stories highlighting social sector leaders.
- [Non-Profit Hub](#) offers a wealth of resources for nonprofit organizations, including fundraising templates for campaigns, events, grant proposals, and donor communications.
- [TechSoup](#) provides technology resources for nonprofits, including templates for fundraising software evaluations, online fundraising campaigns, and donor databases. It also offers forums, events, and a vibrant online community for nonprofits to network and share stories. Additionally, TechSoup supports United States libraries with tailored content and resources. [NGOsource](#) enhances international giving for United States grantmakers and donor-advised funds (DAFs) through its equivalency determination repository and related services.

Appendix C. List of CSA Donors

Panorama Strategy conducted a scan of the donor ecosystem and identified 156 global funders investing in areas related to children, families, violence, and protection. From this sample, Panorama Strategy identified 63 funders, listed below, that directly support CSA prevention and response efforts.

Organization Name	Geographic Focus
Barrow Cadbury Trust	United Kingdom
Bernard van Leer Foundation	Global
Bill & Melinda Gates Foundation	Global
Carlson Family Foundation	United States
Charles and Lynn Schusterman Foundation	United States, Israel
Children's Investment Fund Foundation	Global
Collective Future Fund	USA
Comic Relief	Global
Conrad N. Hilton Foundation	Global
Courage Fund	United States
Dorothea Haus Ross Foundation	Global
Draper Richards Kaplan (DRK) Foundation	Global
Echidna Giving	Low- and lower-middle income countries
Elevate Prize Foundation	Global
Elma Philanthropies	Globally, although primary region of interest in Africa
EM Power /Emerging Markets Foundation	Global
EMpower	Global - projects in Africa, East & South East Asia, Latin America, India, Turkey
Focus for Health Foundation	United States
Ford Foundation	Global
Fos Feminista	Global
Foundation Kahane	Europe, Turkey, Middle East, North Africa
Fundacja Drzewo i Jutro	Poland (primary), Canada
Global Foundation for Girls	USA, Brazil, Indonesia, South Africa, Trinidad, Uganda
Global Fund for Children	Global

Organization Name	Geographic Focus
Global Fund for Women	Global
Global Innovation Fund	Low- and lower-middle income countries
Grand Challenges Canada	Canada and low- and middle- income countries
Henry Smith Charity	United Kingdom
HopeLab	U.S.
Human Dignity Foundation	Global
Ignite Philanthropy	United States
Indigo Trust	Global
Innovation Edge Foundation	South Africa
Jacob and Hilda Blaustein Foundation	USA
John D. and Catherine T. MacArthur Foundation	Global
John Ellerman Foundation	United Kingdom
John William Pope Foundation	North Carolina
Kering Foundation	Global
Kolibri Foundation	United States
Kulczyk Foundation	Global
Light My Fire	Global
Medicor Foundation	Global
Minderoo Foundation	Australia / Global
NW Children's Foundation	United States
Omidyar Network	Global
One Day's Wages	Countries ranked low or medium according to the UN Human Development Index
Open Society Foundations	Global
Patrick J McGovern Foundation	Global
Pivotal Ventures	United States
Porticus	Global
Robert Wood Johnson Foundation	USA
Samworth Foundation	Global
SEGAL Family Foundation	Africa

Organization Name	Geographic Focus
Sexual Violence Research Initiative (SVRI)	Southern Africa
Skoll Foundation	Global
The Ford Family Foundation	Oregon
The Hand Foundation	United States
The Pittuloch Foundation	Georgia
UK National Lottery Community Fund	United Kingdom
Wellcome Trust	Global
Wellspring Philanthropic Fund	Global
World Childhood Foundation	Global
World of Children	Global

Appendix D. Additional Case Studies

Positive Childhood Alliance NC's Partnership for Annual Fundraising

[Positive Childhood Alliance North Carolina](#) (PCNAC), formerly Prevent Child Abuse NC, ensures that child maltreatment prevention is a priority for North Carolina and all communities have the knowledge, support, and resources to prevent child abuse and neglect. PCANAC is a state chapter of Prevent Child Abuse America, which was started by Donna Stone, a Kappa Delta (or the equivalent of a local student organization in countries outside the United States). Local state Kappa Delta (KD) sorority chapters can choose to support PCANAC with an 80/20 split in revenue from their March and fall Shamrock events. This established partnership is nurtured and sustained by staff members on PCANAC's Development Team. Since 2023, our Development Director has been the connecting relationship between PCANAC and Chapters at Wake Forest University, Elon University, and University of North Carolina Charlotte. Each sorority chapter hosts two yearly Shamrock events, which differ by campus (such as the KD Karnival and KD 5k). Some events include email solicitations to friends and family. These annual events support our overall fundraising strategy and goals by providing us with unrestricted funds, which are vital for operational costs to be covered that allow us to stay the top prevention specialists in North Carolina. The COVID-19 pandemic presented challenges to this ongoing fundraiser, especially as students were not on campus or could not host in-person fundraising events. As a result, sororities pivoted to organizing and hosting online digital campaigns to increase the number of PCANAC's followers. Similarly, PCANAC utilized social media influencers to garner more attention and funding for our initial Connections Matter Campaign, such as The Holderness Family, Coach K, Roy Williams, and American Idol winners in North Carolina. While we do not have specific analytics to demonstrate the correlation, we did have good fundraising during this time.

PCANAC's other fundraising initiatives include:

- Yearly end of year letter campaign and Giving Day (last Tuesday in April) campaign accompanied by an event to engage donors, staff, the board of directors, and friends. This includes raffle items and ways to give at the event.
- Impact Report to donors.
- Gratitude Event to thank our donors and partners.
- Social media campaigns alongside e-blasts for donations.

ChildFund International's Approach to Harnessing Collective Action

As a global community of people who care about children and take action to help them live at their fullest potential at every stage of their lives, [ChildFund International](#)'s programming envelops a broad understanding of child rights issues. ChildFund works closely with local partner organizations, local and national governments and partners to support children growing up healthy, safe, skilled and live up to their full potential. Their award winning #TakeitDown campaign, which demands Congress protect children from sexual abuse and exploitation on the internet, has been an important component of the work that the organization does on CSA. The campaign was developed with intention and collaboration with WRTHY, a social impact firm, to conceptualize and implement the campaign.

An important learning that emerged for ChildFund International from #TakeitDown is centered on the power of campaigns and coalitions as an effective way to galvanize an engaged ecosystem of diverse partners towards a collective goal. ChildFund founded, and now chairs and financially sponsors the Online Sexual Exploitation and Abuse of Children (OSEAC) Coalition which was initiated after hosting a series of community discussions in 2021 with key players in the child sexual exploitation and abuse (CSEA) space exploring concerning OSEAC trends, policy gaps, and whether a joint advocacy initiative would be useful to the community. Our leadership of the coalition has helped to open doors for ChildFund to uplift and profile our online safety work in global, regional, and national fora and with new partners, government stakeholders and potential donors. It has strengthened our reputation and helped us position ourselves for potential future funding. We feel that partnership and convening is the critical avenue to make sustainable change towards regulatory and legislative oversight in the United States.

Within ChildFund, over 1,000 members from global staff have been deeply moved by #TakeitDown and taken note of the issue as a critical one within the field of child rights. The campaign has allowed us to engage our current supporters in new and engaging ways, as well as identify new supporters who are specifically interested in participating in advocacy activities. The campaign positioned ChildFund as a thought leader, advocate, and convener. We are now exploring new tools that will allow us to build and grow this engagement. At the start of the campaign, we held an online seminar about #TakeitDown and our broader OSEAC efforts for our larger individual donors that was very well-received. In response, our Philanthropy team has integrated OSEAC as a key component of their strategic outreach to this group. ChildFund are also exploring potentially adapting #TakeitDown for new regions, including how the campaign could potentially support country offices' fundraising efforts. #TakeitDown's messaging has been successful, drawing over 200 highly engaged sponsors and spotlighting ChildFund's work on this critical issue.

The Safer Young Lives Research Centre's Cohort-Based Model

With a vision for societies where young people are safe, valued and thrive, the [Safer Young Lives Research Center](#) applies social research towards examining and building on the nature and impact of sexual harm and abuse in adolescence.

Unsurprisingly, the most important avenue for foundation fundraising and for consulting has been in meeting others and building strong networks within the sector. This has been important not just to showcase the expertise of the Center's work, across its projects, but to also emphasize that the work that they engage in is ethical and safe. Working on such a sensitive and specialist research space has required proving the methods used and building trust with donors. Towards this sort of intentional relationship building, the Center hosted a workshop exclusively for donors, translating some of the research work to communicate with a broader audience. The Center is also part of the Ignite Strategic Networks cohort, which has connected them with other organizations and donors working in this space.

The Center has faced challenges in applying for research grant funding, since participatory research methods are unable to detail methods and outcomes in ahead of the start of the project as it relies on the participants they work with. One learning in this journey has been that not all types of grants are equally applicable, and it is important to evaluate which ones can be absorbed by institutions without too much complexity and change in their methods.

Together for Girls' Approach to Empowering Survivor Voices

[Together for Girls \(TfG\)](#) is a global partnership working to end violence against children and adolescents, with special attention to sexual violence. Through data and advocacy, TfG drives action on violence, prevention, healing, and justice.

In March 2022, the Brave Movement, a global movement of survivors, allies, and partners, was launched as a special initiative of TfG. The Brave Movement aims to end all forms of childhood sexual violence by 2030 by encouraging bold and transformative action by governments and institutions focused on prevention, healing, and justice.

Brave is a survivor-led organization that fully integrates survivor voices into all aspects of its work. Survivors are involved in strategic planning, campaigning, and organizational governance. By creating pathways for allies to collaborate with survivors, Brave builds a community that showcases survivors' expertise. This distinct model has been recognized as the "special sauce," making Brave a transformative force different from other initiatives.

TfG found that through the exposure garnered by the creation of Brave, they were able to introduce other aspects of their work to new prospective supporters. The Brave Movement has served as an entry point to not only talk about survivor movements with funders but also about the issue of childhood sexual violence more broadly, including the need for more work on data and evidence (including TfG's work on prevalence through the Violence Against Children Surveys (VACS) and solutions through the Safe Futures Solutions Hub). Once introduced to the movement, some supporters have expressed interest in the broader mission of TfG, and the broader issue of childhood sexual violence, which has, on a couple of occasions, opened the door to additional grants and funding for other critical areas of their work.

Still in its infancy, the Brave Movement's ability to reach new donors and supporters underscores a growing understanding in the donor community of the importance of resourcing survivor-led initiatives. Brave has also found that there is quite a lot of education needed in the donor community around how funding movements is very different from funding programs, and of the costs associated with ensuring a trauma-informed approach to the work.

Futures Without Violence Approach to Survivor-Centered Fundraising

[Futures Without Violence \(FUTURES\)](#) is a health and social justice nonprofit with a simple mission: to heal those among us who are traumatized by violence today—and to create healthy families and communities free of violence tomorrow. FUTURES works with diverse audience groups to transform social norms, provide training to respond to violence, advance policy, and run public action campaigns on ending violence against women and children to create awareness for cohesive, healthy societies.

FUTURES is grateful for donors who demonstrate a strong commitment to transformative change and support long-term goals. Furthermore, pro bono marketing partnerships have significantly enhanced their storytelling efforts and increased visibility for this issue and their ongoing work.

Along their fundraising journey, FUTURES has recognized that survivor-centered fundraising is one of the strongest approaches to raising funds and honoring survivors. It is both essential to who they are, and that commitment also strengthens the organization's fundraising, particularly with individual donors, many of whom are themselves survivors. Their generosity is deeply rooted in their commitment to seeing what happened to them not happen to someone else.

FUTURES has recently started putting on storyteller summits, events where they bring survivors, whose stories they are profiling, together with activists, local leaders, donors (and potential donors) and other partners. These smaller gatherings build community, let the survivors control their own story, and often lead to personal connections with other survivors in the audience.

Centering survivor voice and partnering with survivors in a trauma-informed manner has been instrumental to ensure that the scope of the work stays meaningful, but also that FUTURES remains committed to its mission. Throughout the process of working with survivors, FUTURES communicates clearly that survivors are in control of what they want to share and ensures that the funds are going to elements of the mission that they prioritize. Three broad questions that they apply are:

- Are our fundraising goals informed by what survivors tell us they need?
- Are the ways we portray the experiences and needs of survivors aligned with their guidance and shaped by their input?
- Through our fundraising and messaging are we centering the dignity and leadership of survivors?

Safe Online's Approach to Communicating Impact

[Safe Online](#) exists to catalyze and accelerate innovative solutions to make the internet and digital world a safe place for children to explore, learn, and develop. They invest in evidence, cutting-edge technologies and cross-sectoral programs, each aimed at addressing online child sexual exploitation, abuse, and other digital harms. Safe Online's approach focuses on three key pillars: building a global evidence base, seeding and growing partnerships, and facilitating advocacy and collective action for the rights and safety of children in the digital world.

In 2019, Safe Online invested USD \$7 million to develop and pilot its flagship research initiative, [Disrupting Harm](#), in 13 countries across two regions (Eastern and Southern Africa and Southeast Asia). This is a holistic and innovative project that brought together three global organizations – ECPAT International, INTERPOL, and the UNICEF Office of Research Innocenti – to design a new methodology to build the global evidence base for how digital technologies are facilitating online CSEA in the context of other forms of violence against children.

As a result of this research, Safe Online was able to invest USD 8M to strengthen national systems in eight countries where they were able to draw directly on the findings and recommendations of country reports to inform their grant-making strategies. The eight countries were Kenya, Ethiopia, Namibia, the Philippines, South Africa, Indonesia, and Vietnam, with the Malaysian parliament approving a bill to amend provisions of the Sexual Offences Against Children Act, which drew directly on the Disrupting Harm research in that country. According to Safe Online, sharing stories that spotlight impact is crucial for advocating solutions in this space. These stories provide insights into the current landscape, highlight changes in the field, and showcase the tangible impact created. By detailing real-world examples, Safe Online communicates the depth and urgency of the issues, as well as the positive changes their initiatives bring about.

Incorporating the value of original research into impactful evidence-based grant-making and tangible policy influence is a story that SafeOnline is using to cultivate interest from donors, and which helps to demystify their fears that evidence is inconclusive or absent or that there is nothing positive that can be done to protect children from the worst forms of digital harm.

For governments and foundations, these stories provide a clear and compelling narrative that emphasizes the importance of investing in online child safety. They demonstrate how investments are translated into innovative solutions, strengthened systems, and enhanced protections for children in the digital world. By seeing the concrete results of these efforts—such as reduced instances of online child exploitation, improved safety protocols, and empowered communities—stakeholders can appreciate the substantial impact of their contributions.

Grassroot Soccer's Approach to Intersectional Funding

Sports is a great hook to get young people to engage with a range of issues, including positive physical and mental health practices. With a focus on education, training, and mentorship, [Grassroot Soccer's \(GRS\)](#) programming leverages soccer as the platform to reach adolescents and young people, connecting them with life-saving health information and services, especially around gender, HIV and sexual health. Using sports centered curricula, such as soccer games and metaphor-infused learning, effective coaches and a culture of safety, the programs impact the access and adherence to medical treatments and therapies and build awareness and confidence to seek health services.

Important learnings from GRS's fundraising journey have been that the organization's name and intersectional mission have been instrumental in opening doors to several diverse donors, even if there has not been precise alignment in the call for funding. The name has also been important in attracting donors in the sports industry and those interested in physical health outcomes for young adolescents and young adults, including FIFA, Nike, Adidas, amongst others.

With a programming model that leverages connection across proximate issue areas and core competencies around research, adolescent behavior change, and partnerships, GRS has been able to generate a strong impact in adolescent health. The model is also adaptable, transferable, and scalable, which also enables greater fundraising capacities for the organization.

- **Research:** Collaborating with leading institutions (Johns Hopkins, Gates Foundation, etc.), GRS continuously improves its evidence-based programs. Over 40 studies, including six randomized controlled trials which show increased uptake of/access to health services and improved mental health, self-esteem, health knowledge, and gender equity.
- **Adolescent behavior change:** Research insights are embedded into GRS programs to drive behavior change in adolescents. The [SKILLZ model](#) and [3C's](#) is a unique approach that combines activity, role-models, fun, safe-spaces, and inspiration to drive proven and measurable behavioral change that in turn drives health outcomes.
- **Partnerships:** Developing a unique network of partners, to include local organizations, football clubs and stars, NGOs, African governments, with partners able to effectively deliver programs and give them dramatically broaden reach.

Marie Collins Foundation's Approach to Partnering with Lived Experience Advocates

The [Marie Collins Foundation \(MCF\)](#) is a UK-based charity aimed at responding to technology-assisted child sexual abuse (TACSA). MCF supports survivors and families, provides training for professionals, influences policy, and collaborates with a network of victims and survivors.

MCF has benefitted from unrestricted support, enabling them to take a brave step into the CSA space. Despite the progressive nature of survivor support, funding for this intensive work is limited. MCF remains concerned about the potential exploitation of victims and survivors through fundraising processes without proper support and safeguards.

MCF works directly with victims and survivors, elevating their voice to inform their work and raise awareness of the widespread prevalence of and need to tackle CSA, especially TACSA. Key to this is using approaches that ensure appropriate victim and survivor support, empowerment, and messages of hope. In addition, donor and trustee education on working with victims and survivors has been a priority for MCF. MCF follows key guidelines when working with victims and survivors:

- The right to anonymity
- The right to withdraw from the process at any time, including in the future
- Support needs before, during, and after the engagement
- Impact assessment on the individual and wider family/friend network
- Media safeguards, such as protection from trolling and online commenting
- Refusing to provide the 'sob story'
- Only engaging with reputable organizations and reporters
- Accompanying individuals during interviews and speaking up when boundaries are crossed
- Only engaging with individuals when MCF has capacity to full support

Placing victims and survivors at the center of their programming and developing methods to interact with them while prioritizing their safe contributions and avoiding burnout, has raised the reputation of MCF, especially in the ways that they have executed public campaigns. They have created a resource for other non-profit organizations and lived experience groups that outlines how to appropriately support victims and survivors for sharing their experiences publicly, the importance of language, providing learnings on how to create safe spaces for engagement while still offering shelter and recognizing bravery in advocating for the issue. Access the guide for organizations [here](#), and the guide for victims and survivors [here](#).

No Means No Worldwide's Scalable Model for Ending Sexual and Gender-Based Violence

[No Means No Worldwide](#) (NMNW) is a global nonprofit that works to end sexual and gender-based violence against women and children. NMNW trains instructors in high-risk environments to deliver their proven curricula to girls and boys ages 10-20. The program teaches girls mental, verbal, and physical skills to prevent sexual assault, while boys learn resiliency skills, challenge rape culture, and practice consent and bystander intervention. The goal is to enhance girls' skills in assertiveness and boundary setting, promote gender-equitable attitudes among boys, and increase disclosure and access to necessary services for survivors of sexual violence.

NMNW's curriculum, which has been evaluated by accredited universities, stands out due to its robust evidence base. This academic rigor not only validates the program's effectiveness but also attracts funding opportunities by demonstrating measurable impact.

A key aspect of NMNW's financial model is its scalable intervention strategy. During the program set-up phase, NMNW works closely with partners on all aspects of implementation, including fundraising strategy, budget development, program design, and program delivery. This intensive support builds partners' capacity to deliver, monitor, and evaluate evidence-based intervention effectively.

NMNW's approach supports local organizations, regardless of their size, to raise funds for violence prevention more effectively. By training partners thoroughly, NMNW ensures they can sustain and scale their programming independently. Once programs are well-established, partners take on expansion autonomously, while NMNW transitions to a primarily technical assistance role, providing support for fundraising and program delivery as needed.

United States Soccer Federation's Approach to Specialized Teams and Vertical Expertise

The experience of the [United States Soccer Federation](#) (U.S. Soccer) in establishing specialized teams offers valuable insights into building a successful and sustainable fundraising staffing model. U.S. Soccer leverages subject matter experts (SMEs) across fundraising verticals and portfolios of giving in an effort to bolster fundraising capacity. This includes the following:

- **Advancement operations:** Oversees the operational processes for the department, including financial reporting, gift processing and acknowledgment, research and analytics, reporting and more.
- **Campaign and special projects:** Oversees development of campaign strategy, as well as other strategic communications initiatives and related projects.
- **Individual giving:** Encourages regular and sustained contributions with a focus on pipeline development and broad base to mid-level giving.
- **Institutional giving:** Oversees all related grants functions for U.S. Soccer. This team is proficient in institutional donors' language and expectations to best support securing funding from corporate foundations and institutions.
- **Major and principal giving:** Focuses on driving transformational philanthropic investments within U.S. Soccer from a portfolio of high-net-worth individuals.