

Buzzacott

The trustees' role in shaping resilient INGO funding strategies

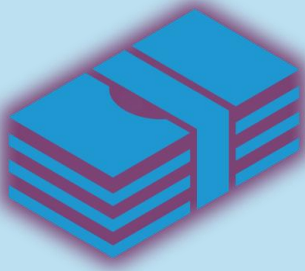
Context and overview





Finance in the context of the “business model”

- Risk and return
- Values and mission
- Right sizing



Funding strategies

- Portfolio of sources
- Prioritising resources
- Funding the fundraising



Stewardship

- Expertise and experience
- Monitoring and KPI's
- Accountability

What sources best match your needs?

- Alignment with your mission?
- Cost of acquisition and maintenance?
- Supporters or donors

Scaling up – or down?

- Banker or broker?
- Responsive to need or strategic partners?
- New geographies



Skills and leadership

- Do the trustees know what they are looking for?
- Talent is scarce – do we need recruitment support?
- Incremental or step change?

Where's the money coming from?

- Investing from reserves – in line with existing policy or flex?
- Social finance – risk profile acceptable?
- Enlightened major donor – the Golden Ticket?

Will it work?

- Evidence base – track record, comparability, etc
- Sensitivity – margin of error
- Stress testing and gatekeeping



Establishing expectations

- Financial and non-financial KPI's
- Will vary by income stream



Trustee engagement

- Setting expectations
- Asking for the right reports
- Challenging and supporting



Accountability

- Explaining the strategy – why not spend on front line
- ROI and ratios – be specific and granular
- Consider cost of relationships with institutional donors too