

# NGO Management & **AI Ethics** in Operation

---

Session #2

## **AI for Fundraising and Program Management**





## 1. General Information

This activity will enable you to identify repetitive processes in your organization where AI could generate efficiency, reduce errors, and free up staff time for strategic or sensitive tasks.

## 2. Session 2 script (described slide by slide)

<p><b>Minute 1 - 2</b></p> 	<p><b>Facilitator's action</b></p> <p>Give the group a warm welcome. Ask in the chat where they are connecting from.</p>
<p><b>Script/instructions</b></p> <p>Hello, everyone. Today we continue with Module 2 of this training course on Artificial Intelligence for NGOs. My name is X and I will be your facilitator.</p>	
<p><b>Minute 3</b></p> 	<p><b>Facilitator's action</b></p>
<p><b>Script/instructions</b></p> <p>Before we get started, I want us to ask ourselves this question together: <i>Could artificial intelligence help us raise more funds and better manage our programs?</i> A few years ago, many of us would have responded to this question with skepticism. But today, the reality is that <b>it can...</b> if we use it as a strategic ally.</p> <p>We're not talking about replacing the passion, intuition, or empathy that drives us in NGOs. Those human qualities are irreplaceable. What AI offers us is something complementary: <b>expanding our reach, optimizing our time, and making data-driven decisions</b> that would have taken us weeks or months in the past.</p> <p>Think about it: just like a good volunteer who comes to support us at key moments, AI can help us reach those who need our programs faster, find donors we've never connected with before, or identify which actions have the most impact.</p> <p>In this session, we will explore not only what tools exist, but how we can adapt them to our</p>	



realities and ensure that they work for us, and not the other way around. This is an opportunity to be inspired and think: *What could we achieve if we freed our teams from repetitive tasks and gave them more time to focus on what really transforms lives?*

## Minute 4



## Facilitator Action

### Script/instructions

Welcome to **Module 2!** In this session, we will explore in depth how **Artificial Intelligence (AI)** is transforming **fundraising** practices and **program management** in non-governmental organizations. We will discuss specific AI tools that are revolutionizing the way we raise funds and manage projects, all with information updated to **2025**. We will look at real-life examples of well-known NGOs that are already using these technologies, analyze their **advantages and limitations**, and discuss **best practices and ethical frameworks** for the responsible integration of AI. Let's begin this technological journey aimed at enhancing the social impact of our organizations!

## Minute 5

**ACTIVITY**

In your experience, what is the biggest challenge you face in fundraising?

- 👉 Lack of time to find and cultivate donors
- 👉 Difficulty identifying new potential donors
- 👉 Maintaining the relationships and commitment of current donors
- 👉 Communicating impact effectively
- 👉 Competition for funds with other organizations
- 👉 Other challenges

Respond in the chat with the HEART that best identifies you.

## Facilitator Action

### Script/instructions

Before we get into the objectives of the module, I want us to have a moment of quick interaction.

On your screens, you have the question: *What is the biggest challenge you face in your fundraising work?* I am going to ask you to choose the option that best reflects your reality and react with the corresponding emoji on the platform.

💙 If you feel that the most difficult thing is finding the time to seek out and cultivate new donors, react with the blue heart.

💛 If your challenge is identifying new potential donors, use the yellow heart.

💚 If it is maintaining the interest and commitment of current donors, react with the green heart.



- ♥ If the most complicated thing is communicating the impact of your work in a convincing way, use the red heart.
- ♡ If you feel that competition for funds is the biggest challenge, use the orange heart.
- 💜 And if your main challenge is something other than these, react with the purple heart.

Let's take a few seconds for everyone to participate. This is an opportunity to see what challenges we share and which ones are most common in this group.

Remember that there are no right or wrong answers: all challenges are valid. And, most importantly, many of them can be addressed or at least alleviated with the strategic use of artificial intelligence, which is exactly what we are going to explore today.

### Minute 6

#### Objectives

AI for fundraising and program management

- Identify key AI tools in fundraising and programs
- Assess the advantages and limitations of these technologies
- Learn about recent use cases in NGOs (UNICEF, Red Cross, etc.)
- Apply ethical best practices in AI projects
- Design a preliminary AI strategy for your NGO

### Facilitator Action

### Script/instructions

At the end of this module, we want to achieve several objectives. First, you will identify the main AI tools that are applied in fundraising and program management. Second, you will be able to critically evaluate the advantages that these technologies offer—such as automation, personalization, and advanced analysis—and their limitations—such as possible biases, errors, or costs—in each case. You will also learn about recent examples of NGOs (e.g., UNICEF, Red Cross, Save the Children, CARE, MSF, among others) that have integrated AI into their operations, understanding what results they have achieved. In addition, you will discuss best practices and ethical frameworks to ensure that the adoption of AI is responsible and consistent with humanitarian values. Finally, they will carry out a practical exercise to design a preliminary strategy for integrating AI into the operation of their own NGO, actively applying what they have learned.

With these objectives in mind, let's move forward and delve into five specific cases of AI use for fundraising and program management.

### Minute 8



### Facilitator Action

Read the title and continue

### Script/instructions



AI for content generation

Minute 9

**AI for content generation**  
**Tools:** Generative models (ChatGPT, Google Gemini, etc.)  
**Uses in NGOs:** Texts for campaigns, reports, social media.  
**Advantages:** Speed and customization of messages.  
**Limitations:** Data accuracy and "human tone".

ChatGPT Claude  
 Gemini Copilot

Facilitator's action

Script/instructions

A first set of relevant AI tools are those for **content generation**. **Generative language** models—such as OpenAI's *ChatGPT*, Google's *Gemini*, Anthropic's *Claude*, or assistants integrated into Microsoft 365 (*Copilot*)—can autonomously produce text based on instructions. In the context of NGOs, this means that we can ask AI to **draft emails to donors, social media posts, project descriptions, or even sections of grant proposals**. For example, many organizations already use chatbots or assistants to **draft initial** content: one study found that 82% of NGOs have used AI informally to generate texts, such as emails to donors. The **advantage** is clear: it speeds up and increases the volume of communications, with the possibility of **customizing** messages for different audiences on a large scale. A good AI assistant can suggest creative approaches or adapt the tone to different segments of donors or beneficiaries. However, there are **significant limitations**. These tools can produce erroneous data or inaccurate phrases if the information they work with is not adequate—what is known as AI "hallucinations." Therefore, the generated content **always requires human review**: the NGO must verify the accuracy of the data and adjust the text to maintain its **institutional voice and human warmth**. In addition, we must be careful not to rely blindly on the machine: communication with our donors and communities has an emotional and ethical component that AI does not fully master. In short, AI is a great ally for **creating content quickly**, but we must use it as a support, **not a replacement**, ensuring quality and authenticity in the message.

Minute 10



Facilitator Action

Read the title and continue

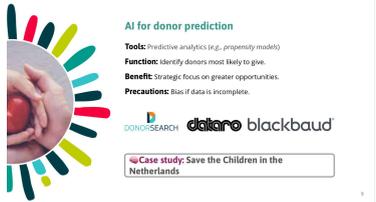
Script/instructions

AI for donor prediction.

Minute 11

Facilitator's action



 <p><b>AI for donor prediction</b>  <b>Tools:</b> Predictive analytics (e.g., propensity models)  <b>Function:</b> Identify donors most likely to give.  <b>Benefit:</b> Strategic focus on greater opportunities.  <b>Precautions:</b> Bias if data is incomplete.</p> <p>DONORSEARCH dataro blackbaud</p> <p>Case study: Save the Children in the Netherlands</p>	
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

**Script/instructions**

Another powerful application is the **prediction of donor behavior** using AI. This involves **predictive analytics** and **machine learning** tools that analyze large sets of donor data to find patterns and estimate who is most likely to contribute in the future. For example, specialized platforms (advanced *fundraising CRMs* or services such as DonorSearch AI, Dataro, Blackbaud Intelligence, among others) process information on wealth, donation history, previous interactions, and even social media activity to assign a "score" or categorization of propensity to each potential donor. This helps development teams **focus their efforts**: instead of communicating in the same way with the entire database, AI suggests **prioritizing those who are most willing and able to donate** significantly. In fact, it is estimated that in many NGOs, 20% of donors contribute around 80% of individual income, so being able to identify them is crucial.

A real-life example: **Save the Children** in the Netherlands used an AI model integrated into their CRM that helped them identify common donors with the profile to become medium or high-level donors. Thanks to this AI strategy, they converted **359 standard-level donors to medium/high level in less than a year**, achieving record fundraising. **What is the advantage?** AI can find correlations and subtle signals in the data that humans would overlook, allowing us to **personalize the request** (how much to ask for, what project to offer) to increase the likelihood of success. In addition, these predictions allow us to **optimize resources**, dedicating the team's time to the prospects with the greatest potential. **What about the limitations?** Mainly, they depend on the **quality and diversity of the data**. If our data is outdated, incomplete, or biased (for example, if we have historically failed to reach certain donor profiles), the model will learn from that and may **perpetuate biases or leave out potential new donors**. That is why it is important to continue to complement machine intelligence with the intuition and context of the fundraising professional. These processes must also be communicated transparently: some research shows that around 31% of donors would be less inclined to donate if they perceived that AI was too involved without a human touch. In conclusion, AI donor prediction is a valuable tool for **working more intelligently** on our campaigns, provided that we manage the data well and maintain a human perspective in our decisions.

<p><b>Minute 12</b></p> 	<p><b>Facilitator Action</b>                  Read the title and continue</p>
-------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------

**Script/instructions** AI for report automation.



<p><b>Minute 13</b></p> 	<p><b>Facilitator's action</b></p>
-----------------------------------------------------------------------------------------------------------	------------------------------------

**Script/instructions**

AI can also relieve us of repetitive reporting and documentation tasks, which is very relevant in both fundraising and programs. Here we are talking about using natural language processing (NLP) and automatic narrative generation from data. What does this mean? It means that AI can take tables, figures, and raw text and automatically transform them into readable reports, executive summaries, or even impact stories. Imagine instantly generating a report for donors that includes the latest data on a project, or preparing a monthly progress report without having to write each paragraph manually.

<p><b>Minute 14</b></p> <p>AI for report automation</p>  <p><b>Tools:</b> Data analysis and machine learning  <b>Use:</b> Prioritize and categorize humanitarian needs or those of participants.  <b>Benefit:</b> Proactive intervention and effective resource allocation.  <b>Challenge:</b> Social complexity that is difficult to fully quantify.</p> <p><b>Important:</b> A person must review and interpret the reports generated.</p>	<p><b>Facilitator Action</b></p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------

**Script/instructions**

Some business intelligence tools already incorporate AI to explain findings (for example, PowerBI with intelligent analysis), and there are startups specializing in "narrative analytics" that **write paragraphs based on data**. The **main advantage** is that we can achieve **greater transparency in near real time**: instead of waiting weeks to consolidate data and put together reports, AI can process it and generate a detailed report instantly, keeping donors, the board of directors, or beneficiaries informed quickly. This frees staff from hours of manual compilation, allowing them to focus on critical analysis rather than mechanical writing. For example, combinations of **Blockchain + AI** are being explored to track donated funds and produce automatic reports that show exactly how and where each euro contributed is used, strengthening donor confidence.

However, we must exercise **caution**. AI generates text based on patterns and may lack the sensitivity to contextualize certain figures or stories. An automated report could highlight interesting data but miss the **human narrative** or explanation of root causes. Therefore, it is important for a human **to review and interpret** the reports generated. We must also ensure that the input data is correct, because if there is "garbage in, garbage out"—that is, erroneous input data will produce erroneous conclusions. Furthermore, even if the report is automatic, **accountability** remains ours: we must understand and be able to explain the information. In short, automating reports with AI can improve efficiency and



transparency, as long as we use it as **an assistant** and maintain oversight in interpreting the results.

**Minute 14**

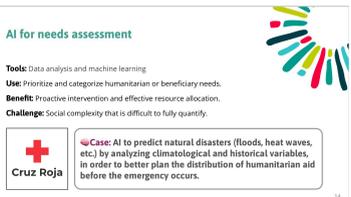


**Facilitator Action**

Read the title and continue

**Script/instructions** AI for needs classification.

**Minute 15**



**Facilitator's action**

**Script/instructions**

We will now look at AI supporting **program management**, specifically in understanding and **assessing needs** in the field. NGOs handle large amounts of data on communities: needs surveys, field reports, public statistics, etc. Using **machine learning** algorithms and predictive analytics, AI can identify patterns in this data to **anticipate social or humanitarian needs** and categorize the urgency of different interventions.

For example, the **Spanish Red Cross** has begun using AI to **predict natural disasters** (floods, heat waves, etc.) by analyzing climatological and historical variables in order to **better plan the distribution of humanitarian aid** before an emergency occurs. This allows them to position supplies and alert local teams in advance, saving more lives by responding proactively.

Another example: AI tools can digest thousands of feedback responses or beneficiary surveys and automatically **classify the most frequently mentioned needs** (e.g., how many people are requesting food vs. water vs. shelter) to guide prioritization in a refugee camp. In development contexts, predictive analytics is also used to identify communities at risk (e.g., predicting disease outbreaks or food insecurity) and thus **direct resources preventively**.

**Minute 16**

**Facilitator Action**

Invite analysis within the framework of the project and objectives outlined in the slide.  
Ask the question and encourage reflection and



 <p>Let's analyze... Project AI to predict disease outbreaks in underserved regions</p> <p>Objective: proactively allocate resources and save lives.</p> <p>What could we achieve? -&lt;&lt; Leave your ideas in the chat &gt;&gt;</p>	<p>participation with ideas in the chat. Address some of the participants' ideas and then provide the information contained in the script.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------

**Script/instructions**

An illustrative case: a global health project used AI analytics to **predict disease outbreaks** in underserved regions, enabling proactive resource allocation and saving lives.

The **advantage** of these approaches is clear: AI can process data **in record time** that would otherwise take months to analyze manually, and it can uncover subtle correlations (for example, between mobility patterns and disease outbreaks) that help **target interventions where they are most needed**. This leads to a more **efficient and evidence-based** allocation of our scarce resources. However, there are also **challenges**. Social realities are complex and sometimes **difficult to quantify in data**: AI can fail to capture cultural or human factors that are difficult to measure. We must avoid blind faith in models; prediction is an aid, but final decisions on where to intervene must be complemented by knowledge of the local context and community participation. In addition, there is the issue of **privacy and ethics**: handling sensitive data from vulnerable populations requires rigorous protection and transparency about how it is used. Automated classification should never replace dialogue with the community, but rather empower us to better reach them.

<p><b>Minute 17</b></p> 	<p><b>Facilitator Action</b> Read the reflection and continue</p>
-------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------

**Script/instructions**

<p><b>Minute 18</b></p> 	<p><b>Facilitator's action</b> Read the title and continue.</p>
-------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------

**Script/instructions** AI for impact analysis.



### Minute 19

#### AI for impact analysis

**Tools:** Advanced analytics and visualization (e.g., dynamic dashboards).  
**Purpose:** To measure program results and effectiveness more accurately.  
**Functionality:** Detection of patterns in monitoring and evaluation data.  
**Value:** Evidence-based learning and continuous improvement.



### Facilitator's action

### Script/instructions

Finally, in this section on identifying tools, let's focus on how AI can strengthen the **measurement of the impact** of our interventions. Traditionally, NGOs evaluated their success using basic metrics (people served, funds spent) and impact studies that could take months. Today, AI allows us to make the leap from "*measuring activities*" to "*measuring transformative results*" with greater agility. How? Through **advanced analytics**, data cross-referencing, and dynamic visualizations. For example, tools such as *Sopact* or *UpMetrics* offer platforms that integrate data from different sources (surveys, databases, social media) and AI algorithms **identify trends and results**: they can correlate participation in a program with subsequent improvements in family income, or analyze text from open surveys to capture the "**sentiment analysis**" (opinion and feelings) of beneficiaries regarding our activities.

A specific case: **CARE**, an international NGO, worked with Microsoft to analyze thousands of responses to a humanitarian action survey; they entered "thousands of lines of comments" into a cloud-based AI engine, and within **minutes** obtained findings, **summaries, and recommendations** that would have previously taken weeks of manual reading. The AI synthesized the information, allowing the CARE team to quickly identify what was working and what was not in their programs and adjust strategies. The **advantage** here is the ability to **process massive amounts of data in real time**, providing actionable information almost immediately. This means we can **learn and improve continuously**: if an approach is not achieving the desired effect, the data will show this early on so that we can change course. It also helps **demonstrate impact** to funders with more sophisticated evidence: for example, not just saying "we delivered 1,000 kits," but demonstrating through analysis that "intervention X increased the local employment rate by 20% in one year" thanks to models that isolated that effect.

In terms of **limitations or precautions**, it is similar to the above: **data quality** is everything. If our impact indicators are not well defined, AI will not work magic on its own; we first need a good monitoring and evaluation framework. In addition, AI can identify correlations, but **causal interpretation remains delicate**: we must validate with experts whether those patterns mean what we think they mean. And we must never forget the **ethical** component: using beneficiaries' personal data for evaluation requires consent and transparency, and avoiding bias in who is surveyed so that the conclusions do not exclude voices. With these points in mind, AI for impact analysis becomes a powerful ally in managing our programs more intelligently and responsibly, closing the cycle of learning from the past to improve the future.



**Minute 20**

**Advantages and challenges of AI in NGOs**

- + **Efficiency:** Automates routine tasks, saves time.
- + **Personalization:** Communication and solutions tailored to each audience.
- + **In-depth analysis:** Detects patterns and trends that are invisible to the human eye.
- **Data and biases:** Data quality and biases can affect results.
- **Privacy:** Risk in handling sensitive data from participating populations.
- **Human factor:** Importance of supervision and maintaining empathy.

**Facilitator Action**

**Script/instructions**

Having reviewed different areas of application, let's take a moment to summarize **the general advantages** that AI offers NGOs, as well as **the challenges or risks** we must manage.

**Key advantages:** First, AI brings **operational efficiency**. Many repetitive or administrative tasks can be automated—from updating databases and answering frequently asked questions with chatbots to cleaning and organizing data—freeing up hours of human labor to focus on strategy and personal contact. For example, small NGOs use AI assistants to schedule meetings or filter emails, reducing administrative burdens. Second, AI enables a previously unthinkable degree of **mass personalization**: it can tailor campaign messages to individual interests or adapt programmatic interventions to the specific needs of each community, increasing the relevance and effectiveness of our actions. It also provides us **with deeper data analysis**: it can digest huge databases and find correlations or alerts (such as detecting financial anomalies to prevent fraud, or identifying factors that influence the success of a campaign) that the human eye would not easily pick up. In short, used correctly, AI makes us **more productive, more accurate in our decision-making, and more proactive**.

**Challenges and risks:** On the other hand, integrating AI requires precautions. A major issue is **data and bias**: algorithms are only as good as the data we give them. If our data is biased (for example, over-representing a certain beneficiary or donor profile), AI can perpetuate injustices or **biased results**. We must continually review the quality and diversity of the data and adjust the models to mitigate biases. **Privacy** is another critical aspect: we work with personal data (life stories, health information, financial data) from both donors and beneficiaries. **Ethical use of AI** requires compliance with data protection regulations and ensuring that any external tools we use do so as well. A recent study indicated that 70% of NGO professionals are concerned about privacy and data security issues when using AI. Linked to this is **transparency**: we must be upfront with our stakeholders about when and how we use AI (however, today only 15% of NGOs that use AI disclose this openly, which will surely change towards greater transparency). Finally, perhaps most importantly: **the human factor**. The mission of NGOs is deeply human, and there is a risk that, fascinated by technology, **we will become overly dependent on AI and neglect the personal touch**. No donor wants to feel like they are being served only by robots, and no community should be helped only by algorithms without empathy. Therefore, a good practice will always be to keep trained staff on hand to supervise AI decisions, providing judgment and compassion. In short, AI promises us a **more efficient future**, but we must embrace it **without losing our human heart**, controlling the risks with good management.



**Minute 21**



**Facilitator Action**

**Script/instructions**

Let's look at some **real-life examples of NGOs** that have incorporated AI specifically in the area of fundraising, and what they achieved with it:

- **Charity: Water** (global drinking water organization): Applied **machine learning** to analyze and segment its donor database. AI identified behavior patterns and allowed Charity: Water **to tailor its campaigns** to specific segments. As a result, they achieved more relevant communications for each group (e.g., different messages for monthly donors vs. sporadic donors), increasing engagement and donations. This case exemplifies how AI helps to **better understand the donor** and adapt the strategy accordingly.
- **UNICEF – U-Report**: *U-Report* is not a fundraising initiative per se, but it is a UNICEF chatbot that uses AI to **converse with young people around the world** and gather their opinions on social issues. Why are we mentioning it here? Because although the main objective is participatory (giving young people a voice), this tool has allowed UNICEF **to engage new generations**, raise awareness of its causes, and build a database of millions of participants. This translates into more long-term support: young people who are informed today may be donors or allies tomorrow. In addition, U-Report shows how a well-designed chatbot can handle thousands of conversations simultaneously, which is also invaluable for *fundraising* (imagine chatbots answering donor inquiries 24/7).
- **Movember Foundation**: This foundation, known for its mustache campaigns for men's health, used AI to **optimize its peer-to-peer campaigns**. They analyzed data from previous campaigns with ML algorithms to **identify key factors for success** in fundraising (for example, what practices differentiated the volunteers who raised the most funds). With these findings, Movember was able to give **personalized feedback** and advice to its fundraising volunteers: basically, AI told them "what works best," and each person received tailored suggestions to improve their individual campaign. This boosted overall community fundraising performance by empowering each fundraiser with actionable insights.
- **Save the Children**: We already mentioned the case of *Save the Children Netherlands*, which, together with the startup Dataro, used an AI model integrated into Salesforce to **predict which regular donors could be upgraded to mid-level**



**donors.** The results were remarkable: with targeted campaigns based on that prediction, in just a few months they converted **359 standard donors into mid-level or higher donors**, a record for the organization in that segment. This case demonstrates how AI can drive strategies to *upgrade* existing donors, which is vital for maximizing the value of the donor base.

- **American Red Cross:** The Red Cross in the US developed an intelligent chatbot called "**Hero**" focused on **blood donation**. Although it is not monetary fundraising, it is fundraising in the sense of mobilizing a critical resource. *Hero* uses **natural language processing** to answer frequently asked questions from potential blood donors (about eligibility, procedures, etc.) and help them easily find **where and when to donate** in their locality. This greatly simplified the donor experience, reducing barriers and doubts, which led to **greater participation in blood donation campaigns**. It is an example of AI improving donor relations through instant, personalized attention, something we can extrapolate to fund donors as well.

These cases show us that AI in fundraising is not theory, **it is already practice**. Large and medium-sized NGOs are using it to *get to know their donors, communicate better, and make fundraising more efficient*. Each organization adapted it to its reality and objectives: some focused on segmentation and personalization, others on donor support or behavior prediction. The important thing is to see the range of possibilities and think about how something similar could be reflected in our own fundraising strategies.

### Minute 22

#### Use cases – Resource mobilization with AI

- Charity: Water: Donor segmentation with ML → tailored campaigns.
- UNICEF (U-Report): Chatbot for youth interaction → data for advocacy.
- Movember: Analysis of previous campaigns → personalized guidance for fundraisers.
- Save the Children: Predictive model in CRM → +359 new medium-sized donors.
- Red Cross (USA): "Hero" chatbot for blood donors → increased participation.

### Facilitator's action

### Script/instructions

Now let's look at examples of the use of AI in the **management of humanitarian programs and missions** by NGOs, where the ultimate goal is to improve the impact on communities:

- **CARE International:** CARE has embraced AI to strengthen its program decision-making. We mentioned its collaboration with Microsoft, in which they used AI to analyze massive evaluation surveys. CARE's CIO says they fed **thousands of lines of comments** from humanitarian action surveys into a cloud-based AI tool, which returned **findings and recommendations in minutes**. This allowed CARE



to quickly understand what issues were pressing in certain areas and adjust its projects in near real time. In addition, CARE established internal guidelines and advice (with an "AI Taskforce" and an advisory board) to continue exploring uses of AI. For example, they are evolving their **beneficiary care chatbots with generative AI** to provide personalized information in crises. CARE demonstrates a comprehensive approach: using AI in programmatic data analysis but also creating **internal governance** to do so responsibly.

- **Doctors Without Borders (MSF):** A very tangible case is that of MSF in the Philippines, where they face extremely high rates of tuberculosis in vulnerable neighborhoods. Since 2022, they have implemented an **AI-assisted detection** system for chest X-rays in their mobile clinics. How does it work? A *machine learning* algorithm trained with thousands of X-rays identifies **areas suspected of TB on the images** and generates a "tuberculosis score" in less than a minute. If the score exceeds a certain threshold, the patient is immediately referred for confirmatory testing (GeneXpert). With this AI tool, MSF was able to **dramatically increase the number of patients examined per day (up to 150 per day)** and detect cases that would otherwise have gone unnoticed (because more than half of those affected did not show obvious symptoms). In other words, the algorithm acts as an "assistant" to medical staff, speeding up screening and improving the accuracy of early diagnosis. This translates into **earlier treatment**, fewer infections, and better recovery rates, saving lives. A study by its research arm (Epicentre) confirmed the community's positive acceptance of this tool. This example from MSF shows how AI can be directly integrated into service delivery in the field to **expand human capacity** in health.
- **Spanish Red Cross:** We mentioned this briefly earlier—the Red Cross in Spain uses AI to **anticipate natural disasters and plan its response**. For example, using predictive weather models and geographic data, they can more accurately predict where severe flooding is most likely to occur in the coming season and thus pre-position emergency supplies in those regions. This improves the speed of assistance and can reduce the impact on human lives. It is a good example of AI in **risk management and community resilience**.
- **DonorsChoose:** Although it is a platform rather than a traditional NGO, it is worth mentioning. DonorsChoose.org connects donors with teacher projects in schools. They implemented AI to **match projects with potential donors** in a personalized way. The algorithm analyzes the description of each project, the preferences and donation history of users, and recommends to each donor those projects that are most likely to interest them. This has increased the efficiency and success rate of funding educational projects, as it optimizes matchmaking. The applicable lesson is how AI can more intelligently mediate between social supply and demand, whether it be donors-projects, volunteers-tasks (similar to how HacesFalta uses AI to match volunteers with opportunities), or other resources.



- World Food Programme (WFP)** and other global examples: Various agencies and NGOs are testing AI for major challenges such as **food security**. We mentioned earlier a case of famine prediction: by analyzing satellite images, meteorological data, and crop data, AI can predict where there will be food shortages weeks or months in advance. This allows aid to be channeled before the situation becomes critical, mitigating malnutrition. Similarly, in education, AI is used to identify which interventions most increase graduation rates, etc. The scope is very broad.

In short, these cases demonstrate that AI has **cross-cutting applications in programs**: from **large-scale information collection and analysis** (such as CARE) to **direct improvement of field services** (MSF), **risk management** (Red Cross), and **optimization of matching** resources and needs (DonorsChoose, volunteering). What is inspiring is to see that behind every successful application, there is a clear understanding of the humanitarian problem and collaboration between field experts and data experts. That is the key: by aligning technology with the mission, the results can be outstanding.

### Minute 23

**Best Practices in AI Integration**

- Clear ethical frameworks**  
 E.g., principles of fairness, transparency, privacy.
- Internal AI policy**  
 Guidelines for responsible use aligned with the mission.
- Continuous training**  
 AI literacy for the team.
- Responsible data**  
 Consent, security, and minimization of bias.
- Supervision and adjustment**  
 Impact monitoring, contingency plans for errors.



### Facilitator's action

### Script/instructions

The adoption of AI must be accompanied by **best practices** and a strong **ethical framework** to ensure that its use is aligned with our values and the rights of the people we serve. Here we summarize some essential guidelines that are recommended in the nonprofit sector:

- Define a clear ethical framework:** Before deploying AI widely, the organization must establish the **ethical principles** that will guide its use. For example: *fairness* (avoiding algorithmic discrimination), *transparency* (being clear about when AI is used and how it makes decisions), *accountability* (ensuring that there will always be human oversight), *privacy* (protection of personal data), and *non-maleficence* (ensuring that AI does not cause harm). In 2021, UNESCO issued the first **global recommendation on ethics in AI**, and many of those guidelines are relevant: they also include *inclusion* (that AI benefits everyone, not just some), *sustainability*, etc. The idea is to use these values as a compass and communicate them to the entire team.
- Develop an internal AI policy:** Similar to a data governance policy, it is a good



idea to create an **AI policy** that details how and for what purposes AI will (and will not) be used in the NGO. This policy should be aligned with the organization's mission and values and define the scope of AI initiatives. For example, it may include "we will not use generative AI for communication with beneficiaries without human review" or "we prohibit the use of sensitive health data in third-party tools without encryption." CARE, for example, formed an AI advisory board and an internal working group to guide the strategy and governance of these tools. The policy should also assign **roles and responsibilities** (who supervises, who to consult in case of dilemmas) and plan **for change management** with staff (assuring them that AI is coming to enhance their work, not replace them, combating natural resistance to change).

- **AI training and literacy:** It is essential **to educate the team** on what AI is (and what it is not), its capabilities, and its limitations. From managers to volunteers, everyone should receive basic workshops to understand how an AI model works, what biases it may have, how to interpret its results, and how to integrate it into workflows. Trained staff will be able to use these tools with more discernment and less fear. Currently, an estimated 40% of NGOs report that *no one in their organization* has AI training, which shows that we have a long way to go in terms of training. Ongoing training also includes teaching **data ethics** and secure information management when using AI (for example, being careful not to upload sensitive data to public AI platforms without guarantees).
- **Responsible data management:** Good data practices become even more critical with AI. We must ensure that we have **informed consent** from individuals to use their data in these systems (e.g., if we are going to analyze beneficiary stories with AI, they must be aware of this and give their authorization). Implement strong **security** measures (encryption, access controls) to prevent breaches, as hackers may target AI systems knowing that they contain valuable data. And devote effort to **data quality**: clean up data, eliminate known biases, and test algorithms with different segments to see if their recommendations are fair. A mantra here is "*garbage in, garbage out*": if garbage goes in, garbage comes out. Therefore, investing in improving our databases and carefully selecting AI training sources (e.g., using representative open data) is an indispensable best practice.
- **Human oversight and contingency plans:** We should never put the "autopilot" on without supervision. NGOs should designate people to monitor AI results, especially in early deployments. This involves conducting periodic **impact assessments**: Is AI achieving the desired effect in our programs? Are there any unexpected consequences? If AI makes a mistake (e.g., contacting an inappropriate donor or misclassifying a beneficiary), have a **response plan** to correct it and communicate transparently. Basically, integrate AI into the continuous improvement cycle: test on a small scale, measure, adjust parameters, or even withdraw the tool if it does not work as expected. Remember that the NGO's reputation can be affected by serious AI errors (imagine a bot sending an



insensitive message); therefore, **risk management** must consider these scenarios.

<p><b>Minute 24</b></p> <div style="border: 1px solid gray; padding: 10px; text-align: center;"> <p>We must be proactive in guiding AI with values and rules, empowering our people with knowledge, and constantly monitoring that technology serves the purpose and not the other way around.</p> </div>	<p><b>Facilitator Action</b></p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------

**Script/instructions**  
 In summary, best practices can be condensed into: **being proactive in guiding AI with values and rules, empowering our people with knowledge, and constantly monitoring** that technology serves the purpose and not the other way around. If we do this, we will turn AI into a powerful ally, minimizing its risks.

<p><b>Minute 25</b></p> <div style="border: 1px solid gray; padding: 10px;"> <p><b>Learning activity</b> -15 minutes-  <b>Mapping opportunities and risks</b></p> <p><b>Activity in teams of 3-4 people:</b></p> <ul style="list-style-type: none"> <li>• <b>Step 1:</b> List processes in your NGO that could be improved with AI (resource mobilization or programs).</li> <li>• <b>Step 2:</b> For each idea, discuss potential benefits and risks/challenges</li> <li>• <b>Step 3:</b> Select the "most promising" idea and prepare a volunteer to share it</li> </ul> </div>	<p><b>Facilitator's action</b></p> <p>Introduce the activity, explain the instructions, and randomly divide the working groups, allowing 15 minutes for the activity.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Script/instructions**

We will continue with a **group activity**. We will take advantage of the diversity of experiences in the video call to **identify specific opportunities for AI** in our organizations and also reflect on possible risks. Small teams of **3 to 4 people** will be formed (I will assign them randomly if we are online with breakout rooms, or you can get together with those who are nearby if you are in person). You will have **15 minutes** for the following steps:

**Step 1: Internal brainstorming.** As a group, discuss and **make a list of specific processes or tasks in your NGOs that are time-consuming or could be more efficient with the help of AI**. You can think about both the fundraising side (e.g., researching donor prospects, writing reports to funders, chatting with donors) and the program side (e.g., filtering aid requests, translating content for communities, analyzing monitoring data). Each member of the group can contribute a "pain point" from their daily work that they believe AI could alleviate. Write everything down briefly.

**Step 2: Evaluate pros and cons.** Once you have several ideas, quickly discuss for **each idea what benefits** implementing AI would bring and **what risks or challenges** would need to be addressed. For example, if someone said "use a chatbot to answer frequently asked questions from beneficiaries," the benefit could be "responding to common queries



24/7, freeing up the team and reaching more people," but a risk could be "the chatbot giving incorrect information or not understanding some questions well, causing frustration." Try to think of at least one benefit and one risk per idea. This ties back to what we saw earlier: *efficiency vs. error, personalization vs. privacy*, etc., but now applied to your real contexts.

**Step 3: Choose and prepare to share.** Finally, as a group, **select the idea that you find most promising** (the one that, after discussion, you see as the best to implement in your NGO). It may be the one with the best benefit/risk ratio. Prepare for a **spokesperson from the group** to share it in plenary: describing in one minute what the idea is, what they would do with AI, and briefly mentioning the main benefit and how they would address the main risk. There is no need for a formal presentation, just an informal account of the team's findings.

With this, in 15 minutes we will gather a range of opportunities for applying AI, already tailored to our organizations, and with an awareness of what precautions to take. This activity helps us **connect theory with practice** and inspire each other. Let's get started with the group discussion!

### Minute 26

Guided discussion -10 minutes-  
Debate on ethics and scenarios



Scenario 1

AI suggests excluding a group of participants due to low probability of success.

What would you do?

Scenario 2

AI generated text for a campaign turns out to have a subtle cultural bias.

How should we react?

Where should we draw the line? How should we adjust the tool or policies?

### Facilitator Action

Lead the discussion on the two scenarios presented.

### Script/instructions

To reinforce the ethical aspect, we will hold a **plenary discussion** on a couple of hypothetical scenarios. The idea is to put ourselves in dilemmas that may arise when using AI and reflect together on how we would respond. The scenarios are:

**Scenario 1:** Your NGO uses AI to prioritize which communities to offer a new program to (because resources are limited). The AI analyzes data and **suggests not investing in a certain isolated community** because it predicts a "low impact" (for example, perhaps the model believes that few people will complete the program there due to logistical difficulties). In other words, the algorithm is leaving out a vulnerable group for the sake of efficiency. **Question:** What would you do as program manager? Would you accept the recommendation as is? What would you question or what additional data would you request? How would you balance the pursuit of impact with the principles of equity and inclusion in your mission?

**Scenario 2:** You are preparing a global fundraising campaign and decide to use AI to



generate text drafts to speed up the work. The AI produces compelling text, but upon review, **you notice a subtle bias**: the examples it provides emphasize stereotypes (for example, it describes the beneficiary community in a condescending manner, or always portrays a certain ethnic group as passive recipients of aid). **Question**: How do you react? Would you publish the text? Probably not without editing it, but beyond editing it manually, what lesson do you take away? Would you adjust the prompt or train the AI with more diverse information? How will you prevent such offenses or biases from appearing in the future? And if something had been released to the public without detecting the bias, how would you make amends with the audience?

We will take ~10 minutes to discuss these scenarios. I invite anyone who wants to share their opinion, with respect. There are no single correct answers; what is valuable is **raising awareness of what we would do in these real situations**. These discussions help us internalize the importance of maintaining our principles in daily practice with AI. For example, in Scenario 1, we could decide to use the AI recommendation as *one more criterion*, but not the definitive one, ensuring that no community is completely excluded without human analysis. In Scenario 2, it reminds us of the importance of **always reviewing generated content** and perhaps **diversifying the training data** or setting up filters in the tool. We could also establish in the policy that all communication material undergoes cultural sensitivity review.

Reflecting in this way, each of us can think about what measures we would implement in our own context so that AI can empower without betraying our values. That is what this debate is for: **to anticipate and prepare ethical responses** before problems arise. I'm listening, who would like to start by commenting on the first scenario?

### Minute 27

#### Final Exercise AI Strategy for Your NGO

**Purpose:**  
Outline a preliminary plan to integrate AI into your operation.

For this activity, use the document "60  
-30 AI Strategy for your NGO"



### Facilitator's action

Introduce the activity, invite participants to scan the QR code that takes them to the Workbook, and explain each part of the exercise.

### Script/instructions

To **actively** conclude this module, I propose a **final integrative exercise**: design, at least in draft form, a **preliminary strategy for integrating AI into the operation of your own NGO**. This is an exercise to be done individually (or in pairs from the same organization if you prefer), and you can continue it outside of the session if time is short, submitting it later for feedback. The idea is to put your reflections and acquired knowledge on paper, adapted to your real context. It will include the following elements:

1. **Priority areas**: Identify 1 or 2 areas of your organization where you see the



greatest potential or need to implement AI. These can be areas of **fundraising** (e.g., communications with donors, identification of major donors, digital marketing), **programs** (e.g., monitoring and evaluation, beneficiary selection, field logistics), or even **administrative** (e.g., volunteer management, accounting, and fraud detection). Briefly describe why you chose those areas—what specific problem could they solve or what improvement are you seeking?

2. **Specific AI tool or solution:** Propose at least one **specific AI initiative** for each priority area. For example: "Implement a **chatbot** on the website to answer frequently asked questions from donors and volunteers 24 hours a day," or "Use a **predictive model** to identify children at risk of dropping out of school in our community and focus support," or "Adopt an **automatic translation** tool for multilingual training content," etc. Explain what tool (it can be an existing one on the market or something to be developed with partners) and **how it fits** into the current workflow. What specific goal would it fulfill? It is important to briefly justify **why**: e.g., "a chatbot would reduce the time staff spend responding to repetitive queries by 30%, improving efficiency."
3. **Initial steps to implement it:** Describe how you would begin this integration. For example, necessary **training** for staff ("train the donor service team in the use and supervision of the chatbot"), carry out an X-month **pilot project** with limited data to test the tool on a small scale before scaling up, secure resources (is a budget needed for software or consulting?), and developing **policies/guidelines** ("create style guidelines for the chatbot, or update the privacy policy to include AI data processing"). Basically, plan phase 1 of the rollout.
4. **Ethical and change management considerations:** Identify at least one potential **ethical risk** or organizational change challenge and how you will address it. For example: "Possible bias in the model – Mitigation: train it with diverse data and validate it with local experts" or "Staff resistance to new technology – Mitigation: involve them from the design stage, clarify that the tool is a support, offer training, and ensure that their roles evolve rather than being eliminated." Mention how the impact will be measured and monitored to ensure that the AI is delivering positive results (and who will do so).

The delivery can be a written summary of ~1 page or a short set of slides (3-5 slides) covering these points. This will be done *post-session* for those taking the formal course, and at the next meeting we can give feedback and discuss any questions. The purpose is not to leave everything in theory, but for you to come away with a **draft plan** adapted to your reality, which could be the seed for future innovations in your NGOs. I am excited to see your ideas translated into strategies! Feel free to be creative but also realistic about your organization's capabilities. Remember: starting **small, experimenting, learning from mistakes**, and iterating is a very good strategy with AI. Good luck with this exercise, and you can count on my support and advice as you develop it.



### Minute 28

#### Key takeaways

- AI is already enhancing the work of NGOs in fundraising and programs.
- AI offers efficiencies and new capabilities, but it does not replace human intuition or empathy.
- Success stories (UNICEF, Red Cross, Save the Children, CARE, MSF, etc.) demonstrate tangible benefits.
- Responsible integration requires ethics, clear policies, and team training.
- AI = a tool to amplify impact, if we use it purposefully and carefully.

### Facilitator Action

Recap all the information covered and expand on each of the conclusions stated.

### Script/instructions

To conclude, let's recap the main messages of this module. First, we saw that **AI is no longer futuristic; it is already present** in the social sector: many NGOs around the world are incorporating it to amplify their efforts in both fundraising and program execution. AI tools can make us **more efficient**, freeing up time from mechanical tasks and giving us **new analytical capabilities** to better understand both our donors and our beneficiary communities. But we also emphasized that AI **does not replace** the passion, intuition, and empathy of NGO professionals. On the contrary, it empowers them, taking on the heavy burden of data and repetition so that people can focus on what they do best: being creative, building trust, and making human decisions.

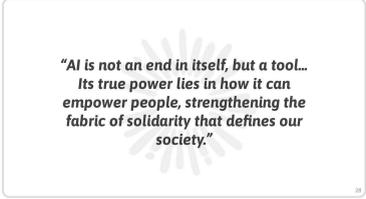
We saw inspiring examples: **UNICEF** using chatbots to engage young people; **the Red Cross** innovating with AI in both volunteering (chatbot Hero) and disaster management; **Save the Children** increasing its income by identifying hidden donors with AI; **CARE** transforming massive surveys into actionable insights in minutes; **MSF** taking TB detection to another level with medical algorithms. These cases showed us **tangible benefits**: more committed donors, more lives saved, faster decisions, and data enriching strategy. Let's take these lessons to heart: any NGO, large or small, can find its entry point into AI to improve its mission.

We also emphasize the importance of **responsible integration**. AI is not simply plug-and-play; we must accompany it with firm ethical principles, internal policies and guidelines (as CARE did with its AI guidelines and council), and above all, **human capacity strengthened** through training and a culture of adaptation. It is worth investing time in designing this governance to avoid harm, because our legitimacy as organizations depends on doing things with integrity.

In conclusion, let's think of AI as a **powerful tool** in our hands. If we use it well, it can help us **multiply our social impact**, do more with the same resources, and even innovate completely new ways to fulfill our missions (imagine predictions that prevent crises, personalization that builds lifelong donor loyalty, instant translation that eliminates language barriers, etc.). But always with the premise that **people are at the center**: technology must reflect our humanitarian values.



**Minute 29**



**Facilitator's action**

**Script/instructions**

As one article said: *"AI is not an end, but a tool... The real power lies in how it can empower people, strengthening the fabric of solidarity that defines our society."* Let us therefore keep that **human heart** at the center as we embrace this technological revolution. Thank you for your attention and active participation in this module!