



# **FUNDRAISING**

for young initiative LGBT groups  
and organizations

ECOM, 2019

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Евразийская коалиция по мужскому здоровью (ЕКОМ) — международное неправительственное объединение, является членским объединением, открытым для некоммерческих организаций и активистов, действующих в области профилактики, лечения вируса иммунодефицита человека (ВИЧ), ухода и поддержки среди мужчин, практикующих секс с мужчинами и трансгендеров в регионе Восточной Европы и Центральной Азии (ВЕЦА).












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## INTRODUCTION

Today more and more people from LGBT<sup>1</sup> community take initiative to change their lives and lives of their communities. You commit yourself to make world around a little kinder, more indulgent, while at the same time putting efforts to ensure that your rights to access to quality of life and development are implemented on an equal footing with others. And your initiatives at some point face the need for resources to implement them. This is a normal life process for the functioning of organizations and, sometimes, informal groups. Mobilization of resources for socially important needs is called fundraising. A term has roots in English (albeit as a notion by itself) and it means fund [fund] — assets, resources, capital, and raising [reizing] — heave, grow up, nurture.

This course provides each starting activist and initiator of civil society structure possibility to comprehend in the accessible form which steps to undertake and which methods to use to assure basic or kick up funding for your organization or initiative.

The first chapter provides review of the prospective sources of funding. At the donors<sup>2</sup> map you can pave the way to the most favorable sources of your financial sustainability.

In the following chapter you will get instruments and methods to use when fundraising from different categories of donors. Firstly, you'll learn what is project. Now the majority of donors requires project applications; also this means that they communicate with you in project terms. Therefore we will put attention to the project logical framework a lot. Project budget planning will be helpful in determining the amount of resources we need for success. Also it might be helpful for understanding the sources from where to get these resources.

Chapter devoted to work with foundations will guide us through the process of interaction with grant makers<sup>3</sup>. We will get into detail the algorithm of preparing grant proposal and look at examples how it works.

In the chapter «Crowdfunding» we will pay attention to the methods and instruments of raising funds from individuals. Such resources are important as covering those expenses of our organization that can not be provided by grant makers. We'll see how to use popular instruments of fundraising in the Internet, learn about general rules of «case for support» success and be prepared for long-term relationship building with donors and prospects.

<sup>1</sup> LGBT — for the purposes of the course we will use the LGBT abbreviation, which appeared to describe Lesbian, Gay, Bisexual and Transgender community. Since 1996 Abbreviation has added LGBTQ where letter Q means Queer. Q also can mean Questioning. Since 1999 Intersex people added letter I — LGBTI, which later was transformed LGBTQI. Also one can add letter A meaning Asexual and P meaning Pansexual. <https://en.wikipedia.org/wiki/LGBT>

<sup>2</sup> Donor — any person, legal or physical, provides charitable / irrevocable financial, material, organizational or intellectual assistance to social activities.

<sup>3</sup> Grantmaker is the organization that gives grants. Grant is a formally approved financing of projects or support for individual applications. As a rule, there are clear criteria and procedures for obtaining financing and its implementation.

We could not miss such important source of funding as national and local government. Despite that many NGOs from countries in the region are still suffering lack of access to government budget, as it is the usual practice in the democratic countries; we need to know the basics of interaction. Government support helps to build trust and respect to your organization in society. For this reason the understanding of transparency and responsibility is the key along with the ability to thank for support.

The last chapter is devoted to attracting human capital: volunteers and supporters. Here we'll talk about relationships and people.

Additional to the material are check lists along the topics, and list of useful links and literature in fundraising.

## WHERE TO GET RESOURCES

### TYPES OF SUPPORT AVAILABLE FOR LGBT ORGANIZATIONS

There are many types of support available for NGO<sup>4</sup>s. Below you can see the main sources of NGO funding and types of support, which you can get from these sources:

#### ***Foundations, trusts, international technical assistance***

- Grants
- Stipend
- Technical assistance

#### ***Government***

- Grants
- Contracts
- Non financial support

#### ***Corporate sector (business)***

- Donations
- Cause related marketing
- Free working time of employees (outsourcing) or free service as a social responsibility
- In-kind donation
- Matched donation
- Volunteering

#### ***NGOs***

- Partnerships

#### ***Your organization***

- Membership dues
- Sales of goods and services, including
- royalty
- Social Enterprise

#### ***Individuals***

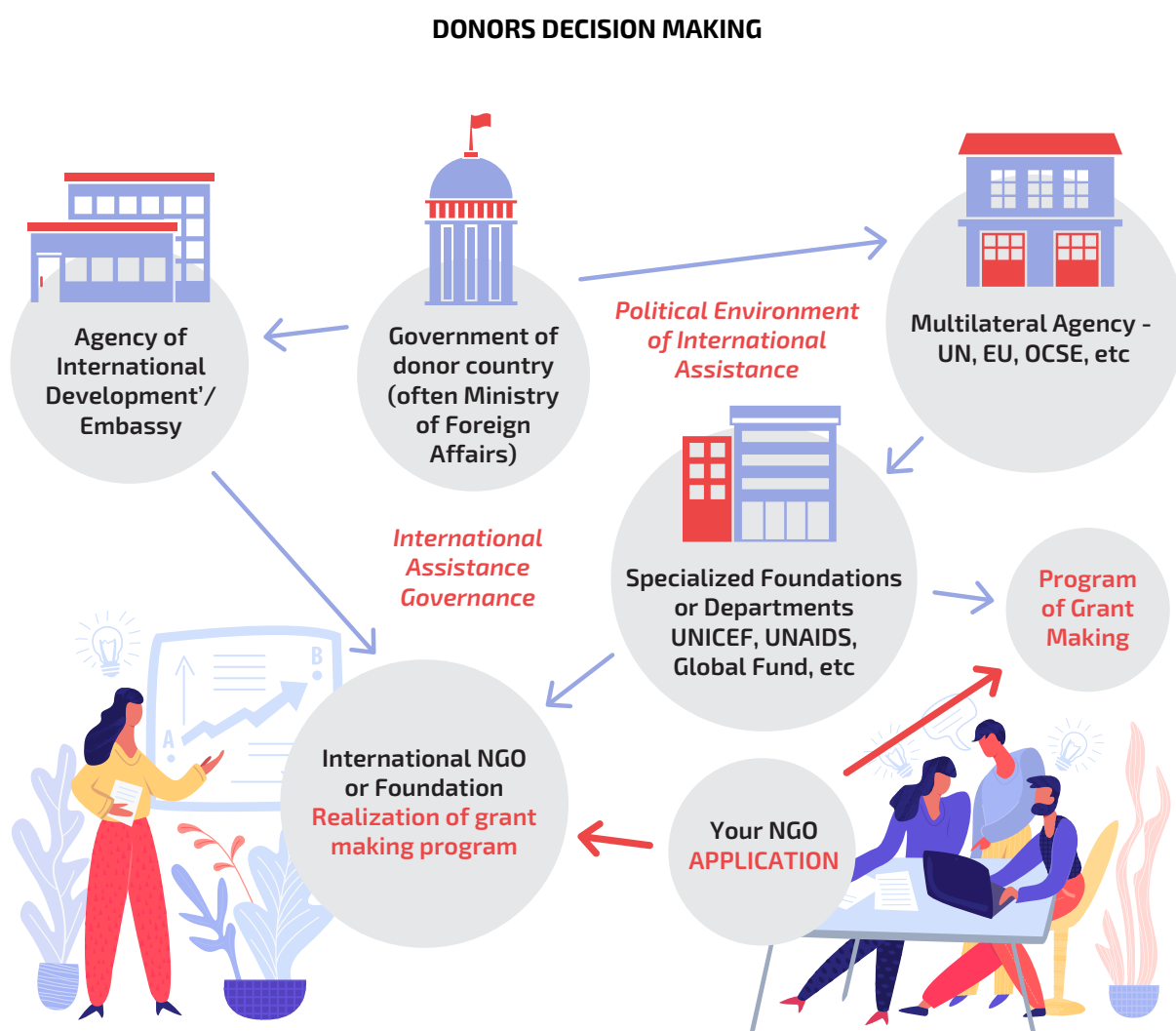
- Small donations
- Regular donations
- Main donations (large)
- Property
- Purchase of services/goods
- Event donation
- Volunteering

The most feasible source of LGBT support especially start-ups organizations and activists' groups is the variety of ***charitable foundations and programs of international technical assistance***<sup>5</sup>. NGOs' jargon names them as international donors or grant-makers.

<sup>4</sup> NGO — Non-governmental organization is a voluntary association of people, created for the purpose of solving important social problems. Maybe an association, a member organization, a charitable organization depending on the legislation of the country.

<sup>5</sup> International technical assistance is the assistance provided by developed countries on the basis of agreements between the donor and recipient country governments.

To achieve success in relationships with grant-makers you need to have clear knowledge about their **decision making** and comprehend levels of governance defining responsibility for such decisions. It is crucial for saving time and escaping looking for resources, where they are inaccessible. We all hear that grants are distributed by agencies of international technical assistance of some countries (American USAID, British DFID, Swedish SIDA, Canadian CIDA and others), by Embassies, international NGOs and network organizations like SOS Netherlands, Mama Cash and MSMGF, IGLA Europe and others. Nevertheless, applying to the named organizations may be disappointing as some of them work only as decision makers or governing bodies, while grant-making is implemented by other agencies. The agencies that implement grant programs are called re-granting structures<sup>6</sup>; you will come in touch with them when applying for a grant or preparing a bid. We'll look at grant-making bodies in the Chapter «Applying to Foundations» in detail. System of grant-makers' decision making is illustrated below.



Picture. System of decision making in grant distribution.

<sup>6</sup> Regranting — Donor grants management contracted to other organization. A regranting organization can be an NGO, a foundation, another donor organization, sometimes a company. Gets the right to manage grants through competitive selection. Works by running grant competitions, allocating, controlling and reporting within a separate grant program.



There are also intergovernmental (multilateral) donors (United Nations, European Commission, Organization on Security and Cooperation in Europe, etc) that are governed by policies of participating states; among them your country may be present too. These organizations may allocate grants using own facilities and may involve other organizations as mediators. To get a grant from such agencies a number of organizations unite into consortia, which include several major and well-known NGOs. Sometimes smaller NGOs, even beginners, are involved in consortia just to assure exchange of knowledge and methods and transfer of expertise to grass roots.

All the named bodies manage funds of the donor state or, as they like to say, of the tax-payers of the state. That's why procedures of grant solicitation, approval and realization are quite sophisticated and formal. Never try to change already approved program or dispute about procedures with their staff! You have to understand that procedures were developed by many people, often working in other organizations, e.g. in the Ministry of Health or Ministry of Foreign Affairs.

After submitting application for a grant you will go through several stages of selection. Firstly, grant managers will look through your application about meeting grant competition requirements. Then your application is to be evaluated by the **Expert Council** that works along procedures and policy of a donor. This Council will decide which project from the bulk of submitted bids is the best to help foundation or agency of international development in realizing its goals.

Foreign government grants made by the Embassies of other countries stand alone. Such funding activities determined by policies of the Ministries of Foreign Affairs of the given State (these ministries have different titles in different countries, so we rather mean the function). Embassies' funding programs have some restrictions in terms of project realization: being limited by one financial year as a rule. At the same time, Embassies are more flexible in decision making, which largely depends on people inside the Embassy. For example, Ambassadors have some freedom in decision making in the framework of their liability.

But the most flexible in priorities are philanthropic<sup>7</sup> foundations established by individuals and families (e.g. Bill and Melinda Gates, Robert Karr, Elton John, Horizon Foundation, etc.) and corporations (e.g. Toshiba, Nippon, Levis, banks' foundations, pharmaceutical and cosmetic companies, like M.A.C.). They distribute grant much easier: strategic decisions are made by the founder or governance body — Board of Directors or Trustees. Policy and practicalities of funding depends on the individual vision and motivation of the founder(s) or managers of the foundation.

Key difference between different grant-makers is in **policies and procedures** that shaped by difference in managing public and private funds. For example, in the case of private funds the decision about support is more flexible, some organizations can get repeated grants through years, a donor can decide to fund outside the competition, and some private donors never conduct competition rather open door procedure of applications submitting. There are foundations, which accept applications by invitation only, searching the most sufficient grantees by themselves and selecting organizations using their own capacity. Private foundations have sometimes very simple financial reporting requirements, which never occur with money of tax-payers.

<sup>7</sup> Philanthropic — from the term «philanthropy», which literary means «phil-Love, anthrop — human»(Greek) and used to determine organized, institutionalized charity of individuals.

**Grants and contracts, other types of support from government** are quite well-used source of funding for NGOs in democratic countries. NGOs are funded from different budgets (depends on the country) on competitive basis; these resources are used to cover diverse services, which governments plan to provide to population. Organizations participate in state run competitions according to their Statutes' goals. For example, in the health system NGOs receive state money for research, provision of rehabilitation, prophylactics, first level diagnostics services, etc. Such system is being introduced in the countries of our region. In Ukraine, for example, tender system was introduced for state service orders; any legal body including NGOs can submit a bid. Nevertheless, many human rights defenders and NGOs advocating political change, try to escape this type of financing to avoid potential conflict of interests.

**Business** can be a source of donations and sponsorship to your organization. Major international or trans-national corporations have a corporate social responsibility policy based on the principles of protecting human rights. They are prospective donors for the LGBT community. The key to working with a business is to understand corporation's added value for working with you: whichever humanitarian goals are, business will support what is considered profitable for it. Humanitarian and charitable programs of corporations are long-term investments in their brand, marketing and in creation of a favorable social situation for their buyers and employees. Understanding businesses' viewpoint, their profit making strategies will help you choose tactics for soliciting assistance. When business is actively implementing employee training programs, as a case, you can become a vital source of knowledge in your field, for example, for pharmaceutical companies. Often pharmaceutical companies are interested in supporting HIV service organizations to receive marketing data. You can help pharmaceutical companies «outreach» to the most closed communities and receive or communicate important information that will help them create products that meet the needs of their clients.

**Individuals.** Diverse people donated to charity all the time; both people who lived modestly and wealthy ones supported charitable events and socially important projects. Individuals can donate money, property and time. They donate on the streets, public places, at events, face-to-face, wire donations responding to letters and announcements in media. All we see that today's digital channels of communications and electronic transactions are used; this makes appeal more virtual and resources flow — regular. So, the first generation of «outs» now moved to the level of «high net value» donors and organizations accept their money as a bequests<sup>8</sup>. The recent example is the case of Joseph Rosental who transferred his capital and property to the Foundation of LGBT support Horizon Foundation<sup>9</sup>.

**Volunteers as a resource.** Volunteers are individuals that provide their time, expert knowledge and master-ship to your organization for free. Volunteers can be members of your organization, including members of governing Board, your clients or people «from the street». All of them take part in the life of your organization without expecting any compensation because they love, value and support you and organization. This love does not appear by chance: your ability to demonstrate the value your organization generates motivates them. It is necessary to repeat this all the time, show your importance in changing lives of people, — and the larger is group who knows about it, the larger the chance that your will attract voluntary supporters. People usually support those values that correlate with their own.

<sup>8</sup> Article about philanthropists' endeavors into community — <https://www.sfgate.com/news/article/Philanthropists-ensure-gay-community-s-future-3289534.php>.

<sup>9</sup> <https://www.horizonsfoundation.org/> one of the world wide foundation for support of LGBT

Therefore it is important to study people around you. Volunteers require very watchful relationships: people will not organize by themselves, do not believe in it. Plan your work with volunteers, appoint staff member responsible for volunteer program, conduct recruiting campaigns, take care and evaluate their work. And the most important — do not forget to thank and encourage them.

**Self financing.** This includes membership dues, endowment, sales of goods and social enterprise. It is important that self-financing provides your organization with non-targeted (deliberate from donors' targets) capital, which you can dispose independently. Other advantages of self-financing: membership fees, albeit nominal, help to bring together people in organization. Members will feel empowered and involved in your interaction. Till you, certainly, inscribe this provision in the membership policy. The endowment will be very useful if you run out of resources between grants or there will be a need for costs that are not funded under a grant agreement with a donor.

More and more organizations are trying to raise funds for charity and advocacy through the production and sale of goods and services based on professional business strategy. By and large, this is a business that will require certain business skills from you: business planning, marketing, production and sales.

The organization itself must decide on the appropriateness of self-financing, based on its strategic priorities. For all types of self-financing, it is necessary to develop a strategy, plan and procedures that would ensure the transparency and clarity of its objectives.

## ADVANTAGES AND GAPS OF DIFFERENT SOURCES OF FUNDING

SOURCE	ADVANTAGES	GAPS
<b>Grants from Foundations or International Technical Assistance</b>	Support innovation and starting NGOs. Provide funds for administration.	Restricted by their policies and procedures. Have clear strategy. If you do not correlate with their strategy or procedures, they will not support you.
<b>Government</b>	Supports long-term huge projects or some small projects. Often attached to political will that covers populist issues. Very rare support for «difficult» issues.	Demand vigilant reports. Restricted in funding some budget lines.
<b>Business</b>	Try to support projects that have the most visible public benefit or initiatives that meet their marketing strategy.	They want a lot of publicity in exchange, often for funding very limited activities.
<b>Individuals</b>	Donations are not linked to specific activity or budget. Can be a permanent source of funding when donors are regularly invited to donate.	Creating data base of donors that do regular donations is long process, which requires a lot of communication.
<b>Self-financing</b>	Free from donors' wish source of income, independence.	Risky, requires other professional skills, can draw conflict in organization if not transparent and clear.



### SELF ASSESSMENT TESTS FOR CHAPTER 1

- 1 List the main sources of funding for NGOs. List the types of support available from these sources.
- 2 Tell about main principles of international donors' work.
- 3 Specifics and difference of fundraising from government, business and individuals.
- 4 Describe other possibilities of resource mobilization: recruiting volunteers and self-financing.

## HOW TO GET FIRST RESOURCES

Hundreds of new civil society and charitable organizations come out every year globally. People get together and create organized structures to solve problems that are not solved by State neither by business. That's how civil society sector develops and shapes. And the first question that bothers founders of civil society initiatives: where to find resources for the existence of an organization?

Availability of resources depends on many factors, so finding resources requires systemic approach. This approach can be presented through intersection of interventions' directions:



*Picture. Strategic approach to fundraising.*



### YOUR UNIQUENESS

If someone is already engaged in solving problems under your concern and does it the way you would do, then it's best to join your efforts and work together.

But if you create an independent organization! ... It is not enough to understand your mission and objectives and methods to achieve these objectives. It is necessary to do something others not capable — the way to become a unique organization! Uniqueness becomes reality if you serve those people with whom no one else works, or in the places, where nobody works, or use new approaches and technologies that nobody uses.

It is important to understand yourself and to be able compellingly and simply depict it for potential partners and donors.

One of the ways to tell about yourself and your plans is to portray a picture of the future. In other words, how this future will look if your plans are successful. This is a good way to explain quickly and simply the purpose of your work and to help others in deciding to support you.

It is important that the donors and other people, who can aid your work, are aware, who you are, what you can do, why you are doing it? Your team is your first resource, which is available today and capable to develop. Proper team development is an element of growing capacity of your organization in solving challenges you face. When you start, you need, firstly, to keep the issue of team development in sight, and secondly, to be able clearly and simply explain to donors and supporters, how you intend to develop a team, and how this helps you be more effective.

Therefore, at the beginning of your activity you should apply all your efforts on developing key idea of your work. This idea should spotlight your uniqueness. Then describe the vision of the future town or country, or lives of the specific group of people that change as a result of your success and plan the path of your development to be able to achieve all this. (Along the work time you will return to these questions, as clear understanding them is the key to resources and to building effective team).



## DONORS' WORLD

As it was mentioned at the beginning, the world of people and agencies that commit their resources for the charity work lives according to its own rules and laws. It consists of foundations that issue grants to LGBT organizations. There are foundations and programs supporting activities that assist other social groups including LGBT. Also there are agencies that support not social groups but issues with which these groups come in touch, such as health, human rights, fighting violence, poverty and problems of age. The last ones can be potential supporters of your objectives which you determine at the launch.

Besides private foundations there are corporate programs of social responsibility, state programs of development and also individual donors. You should study donors to understand, where donors' interests intersect with the goals of your organization. If your vision of future coincides with the donor's strategy, you start building relationships which result in trust and cooperation. This is a basis for receiving funds for realizing your plans.

For beginners it is definitely a lot of work and effort. You may start from people living and working around you: in this circle you may find those already sharing your vision. There are activists, your friends, other organizations and people working with them, experts in the theme of your work, including government, international and business organizations. Lists are the simplest instrument! Create the list of those interested in your idea and guess how they can be useful for your work. Knowing that you can approach them, learn more, and discuss your ideas and how to find resources to realize them.



## APPLYING FOR RESOURCES

There is the variety of instruments to solicit funds. For example, charitable campaigns are advertised widely. Besides, such campaigns are conducted as crowdfunding projects. Some fundraising events are not so widely promoted like negotiations with major donors or submitting grant applications. In any case, the path to success is paved by your skills to develop **a case for support**, which is an instant description of your need and convincing **appeal** to donate. Then you select the communication channel with the target group, in our case of donors and volunteers. You should focus in your communication on stimulating a donor to act and donate to your organization at the next stage.

Finally, you make a request for funds. For example, you will appeal to a grant making foundation with the project at a certain time through certain means of communication, and address individuals through Internet social networks and a web site.

The process of requesting support also requires effort and time. Conventional wisdom tells: to get money, and as a not-returnable credit, is not easy task. The better you learn donors, the more likely you will receive support. Even if the result is negative, you will get a unique chance to learn how to make fundraising better, receiving contact that you can transform from negative to positive.

System described above is only one look at how to **be successful in mobilizing resources**. From there you can see that 90% of the work on raising funds should be done inside the organization. Dictum of fundraising success: the respective petitioner should apply accordingly to the corresponding donor with a specific request, which will be duly demonstrated. If you are a start-up organization, a young team, then, you will be able to apply most likely for small grants and donations. The reason for this is that an efficient and transparent system of financial management should be in place to assure donors and givers proper usage of the funds raised. Usually financial management is not the strongest capacity of start-up organizations. So, the grant is considered small when it is comparable to the sum from one hundred to five-seven thousand US dollars. To get more funds, you need to be able to demonstrate the effectiveness of your planning and financial management system. But mostly you need to show your successful track record in changing lives of people, which takes time, requires quality of service and good reputation.



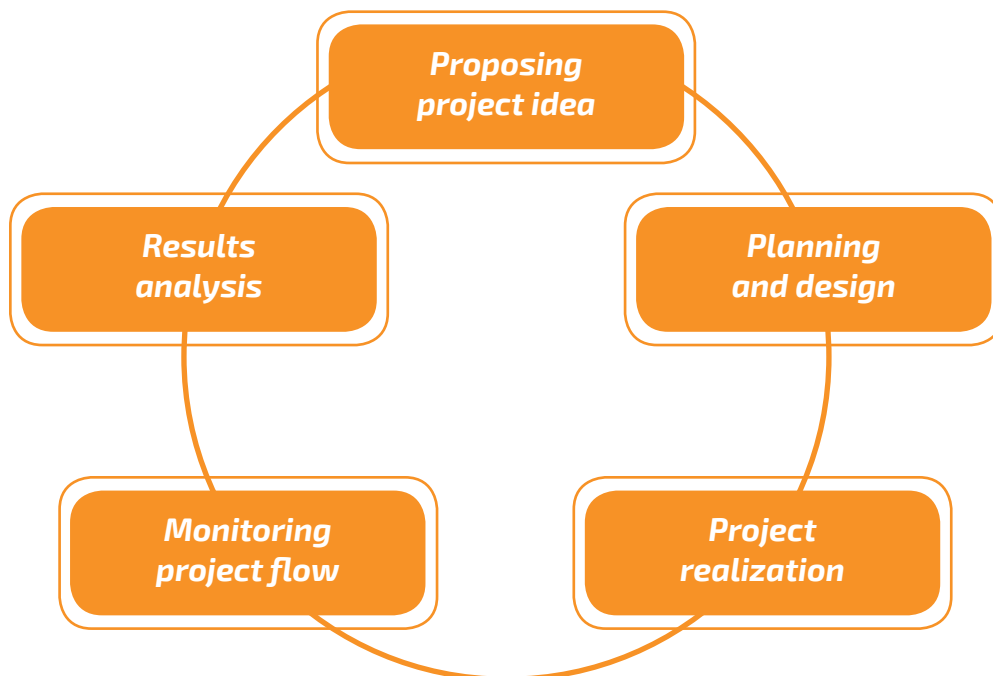
## SELF ASSESSMENT TESTS FOR CHAPTER 2

- 1 The most important elements of fundraising system.
- 2 Why is uniqueness important for fundraising? How to be unique?
- 3 Why is it important and necessary to study and understand the world of donors?
- 4 Logics of fundraising application. Why is it necessary to have a «case for support».

## PROJECT APPROACH

Those organizations that are committed to strengthening their impact and widening activities will face the challenge of complex planning and financial reckoning. The most convenient and comprehensive way for this is project design.

Project is a complex of interconnected activities, limited by time and requiring clearly determined amount of resources. Project cycle consists of steps that, after each step finished, get you to the next level of intervention. As a rule, projects should cover financial year of the organization (usually 12 months and correlates with the reporting to the tax authorities of a country). Sometimes, projects are shorter than 12 months.



Picture. Project Cycle.

### PROJECT LOGIC:

- ✓ Project has a goal (usually a «noun», answers to the question «what?») and objectives (a «verb», answers to the question «what to do?»).
- ✓ Reaching objectives is done through several activities.
- ✓ You input resources into activity to be conducted and due to this a «product» emerges.



- ✓ Usage of a product by people benefiting because of the product's emergence, we call them «target group of the project», leads to the result.
- ✓ You select methods of working with the target group (How?) to receive a result.

Besides:

- ✓ All the changes caused by the project should be measurable.
- ✓ Project's process is compiled by interconnected actions: you should envision process, step-by-step, which will lead to the result. For example, this can be educational event that increase knowledge of the target group. For this target group will be invited to the sessions with experts, receive learning material and further informational support. All this done with the purpose that they can apply their knowledge on practice. And you should organize all. Donors need to see that you have know-how and logistic of the processes.
- ✓ Project has defined time frame, i.e. the date of beginning, and end.
- ✓ In the project very limited and properly calculated amount of resources is used: finances, time, information and human.

#### **FOR PROJECT DESIGN YOU CAN USE THE FOLLOWING STRUCTURE:**

- Problem/Need (within your mission)
- Target group — those people that will participate in project activities and beneficiaries, i.e. those who benefit from the project even without participating
- Project goal
- Objectives
- Methods
- Steps/stages (together with expenses)
- Budget
- Products (what will be elaborated?)
- Results (what beneficiaries will get from usage of the products)
- Impact (how overall situation will change if beneficiaries will use project products?)
- Monitoring and evaluation

## HOW TO FORMULATE GOALS, OBJECTIVES AND ACTIONS IN THE PROJECT

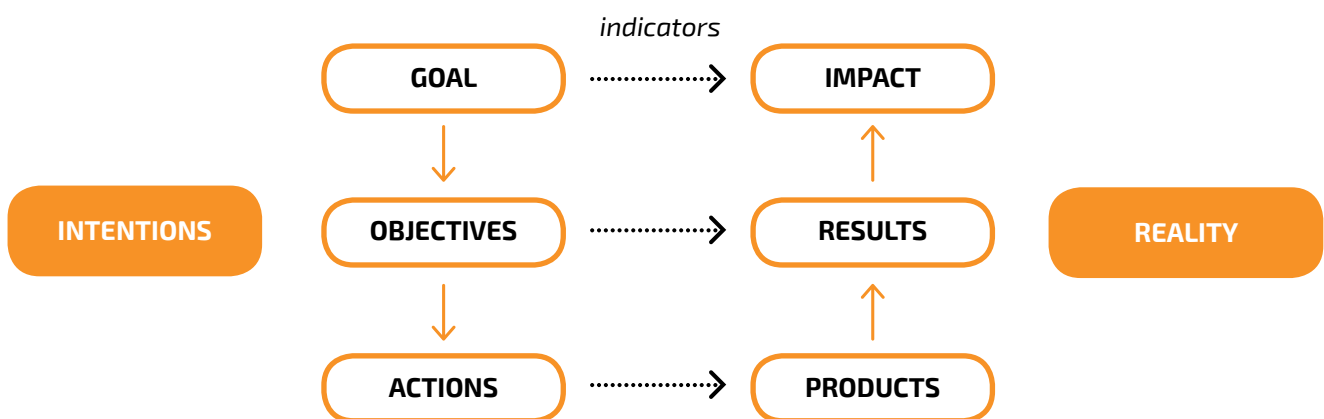
A project always starts from your idea about change, why it is important and how to do it. Problem statement should reflect needs existing in the community or society in general, but not needs of your organization. Needs should be the needs that your organization meets. Problem is a barrier to your envisioned future; contradiction which should be settled; urgent issue that demand immediate solution.

### TO DETERMINE THE PROBLEM WHICH THE PROJECT SOLVES, IT IS NECESSARY TO DO THE FOLLOWING:

- ✓ Study the situation that should be changes.
- ✓ Clarify the group of people, who are mostly affected by the situation.
- ✓ To understand clearly, how this situation impacts on the future problems, what will be the consequences, if not solving it?
- ✓ Confirm importance and exigency of the problem with research facts, citations, life stories, public facts, own observations and data from the previous projects (your partners' or other organizations) and recommendations of experts and practitioners.
- ✓ To make assumptions about the roots of the problem, and how they are interconnected (how they breed or reinforce each other, for example).

Project is always a tool for changing situation according to the mission of the organization. The approach of change vision — focusing on a specific result — helps in the design of the project. The logic of the project is based on understanding the causal relationships between the goals and their influence on the situation in general, tasks and concrete results, activities and products.

### CORRELATIONS OF PROJECT ELEMENTS



**Goal** of project is a description of the change we want to achieve in society (community) to improve life of our target group (in other words, to solve in full or partially one or several problems that negatively impact on the life of people).

For example, it can be «raising the accessibility of treatment» or «decreasing the level of violence» or «increasing the objectivity of the media in the reporting of cases of violence against LGBT», as well as «improving the quality of psychosocial support...», or «ensuring enforcement of the law on equal access to education», and so on.

We decide about success in achieving the goal by accurately selected indicators of success of the work. For example, we can make conclusion about progress and success to the goal of «increasing the objectivity of the media in reporting cases of LGBT violence» due to the following indicators/benchmarks:

- 1 the majority of journalists from national mass media prepare materials on LGBT using the views of different people with opposite views and involving directly representatives of LGBT in expressing opinions;
- 2 Journalists and media editors have a high level of understanding of how violence against LGBT provokes an increase in violence in society as a whole, and as violence against LGBT increases the risk of contracting HIV and STIs among LGBT and society as a whole.

**Objectives** are formed on the basis of situation analysis and suppositions about the reasons of problem and by the analysis of interconnection between these causes. Objectives state concrete action which should be done to reach the project's goal. A specific of the objective is reflected in the description of the result of objective's realization.

As an example, we will go on the case of journalists and put few possible objectives.

So, the increase the objectivity of mass media materials necessary:

↳ **Reason:** as LGBT being victims of violence are often afraid and do not know how to communicate with mass-media, it is necessary...

## ЗАДАЧА 1

To educate LGBT activists and staff of NGOs working with victims of violence how to communicate about the cases of violence with media. To introduce LGBT activists and LGBT NGOs providing support to LGBT victims of violence to journalists.

↳ **Expected result on the Objective #1:** In the country (town) there are not less than 5 (7, 10, 100, depending on the size of the country/town) activists and staff members of NGOs from LGBT community, who have skills and are ready to work with journalists that prepare materials about violence towards LGBT. This assures objectivity of reporting about the cases of violence and protecting victims' interests.

↳ **Reason:** as journalists are not aware how many LGBT people face violence and why, and because of the absence of experience of working with such emotionally difficult issues as violence in general, it is necessary...



## OBJECTIVE 2

To tell simply and shortly (to increase the level of informing) journalists and editors of the leading national media (or media in some town) about the situation with violence towards LGBT, what kind of support LGBT people receive compared to other citizens, how violence to LGBT implies to the growth of violence in society and how violence prevents prophylactics of HIV and STIs, and how to prepare material on this topics.



**Expected result on the Objective #2:** *Majority of media in the country have friendly journalists who are ready to objectively and ethically cover cases of LGBT violence, taking into account the interests of victims of violence.*



**Reason:** *Because of the homophobia among politicians and law enforcement officials, the theme of support for LGBT violence survivors, and the punishment of criminals that produce violence to LGBT is not encouraged by the editors and media owners, therefore...*



## OBJECTIVE 3

Create active online resource for journalists to receive information on LGBT violence, learn about organizations and activists working on this topic, to learn about national and international initiatives aimed at preventing violence and providing assistance to victims of violence, as well as get acquainted with examples of objective reporting violence against LGBT that meet the best professional standards of journalism.



**Expected result on the Objective #3:** *Friendly journalists are well-informed about new cases of LGBT violence in the country, about laws and other anti-violence initiatives; about organizations working to prevent violence and protect victims of violence, as well as get acquainted with best examples of objective and ethical materials about violence against LGBT people.*

As you see, objectives are always concrete, measurable, defined by place and time and realistic within the context, where activities are to be done (country, community, territory, laws, etc).

To meet the objectives or receive results it is necessary to do a set of specific action or conduct activities which will lead you to receiving a specific product. Products are always very concrete, measurable and unique (in other words produced by you only). In the proposed project with journalists such activity may be:

### TO MEET THE OBJECTIVE 1



**Activity 1.1:** Preparation and publication of the review of violence against LGBT in the country on the website of the organization .



**Result of the event, project product 1.1:** *The review has been prepared, available at the web-site <http://...>*



**Activity 1.2:** Conducting negotiations with other stakeholders NGOs about review publication at their web-site.



**Result of the event,** project product 1.2: The review is published at Internet site of XXX organizations.



**Activity 1.3:** Preparation and conducting training on working with media for LGBT activists and staff members of LGBT NGOs that support LGBT people under violence.



**Result of the event,** project product 1.3: methodology and materials for the training prepared. Training was attended by XXX activists and staff members of LGBT NGOs that support LGBT people under violence.



**Activity 1.4:** Creating data base of activists and NGOs that can be addressed by mass-media when preparing materials about violence to LGBT.



**Result of the event,** project product 1.4: Data base is created and updated not less than once every 6 months. The access of friendly journalists is provided by request to our organization.



**Activity 1.5:** during the time of the project to document the recent cases of violence against LGBT in the country/town, the cause of which was sexual orientation/gender identity of victims. Publication of such stories at the Internet site of the organization (in the case of accord with the sufferer and with observing protective measures on personal data).



**Result of the event,** project product 1.5: Cases of violence have been documented. Journalists have access and reliable information about cases of violence against LGBT in the country/town.

## TO MEET THE OBJECTIVE 2



**Activity 2.1:** Collect examples of national and foreign media materials (articles, radio and TV reports and programs) that correctly and ethically discuss the subject of violence against LGBT.



**Result of the event,** project product 2.1: A collection of materials from national and foreign mass media (articles, radio and television reportage and programs), which correctly and ethically discusses the subject of violence against LGBT, is collected...



**Activity 2.2:** On the basis of the review (Activity 1.1), collected stories of lives of sufferers of violence against LGBT (Activity 1.5), examples of the best materials (Activity 2.1) and information about work of LGBT activists and NGOs working with prevention of violence and supporting victims of violence, prepare and conduct a workshop for journalists and editors together with activists and NGO representatives that work with the LGBT community (Activity 1.4).



**Result of the event,** project product 2.2: Not less than XXX journalists and editors from mass-media of the country/town participated in the workshop. We have a list of friendly journalists and their contact data.

## TO MEET OBJECTIVE 3



**Activity 3.1:** Create Facebook group for journalists and editors with regular posting of materials to the group.



**Result of the event,** *project product 3.1: Facebook group for journalists and editors is created. Materials posted not less than once per each 2 weeks.*



**Activity 3.2:** To prepare and disseminate an annual review of materials issued by national media to cover LGBT violence that both spotting progress and the best materials and authors, and offering recommendations from the LGBT community (activists and organizations working to prevent violence and help victims of violence) in relation to how to make these materials more objective and effective.



**Result of the event,** *project product 3.2: Annual review is prepared and disseminated at the website and the Facebook page of the organization and also through Internet sites and Facebook pages of activists and NGOs of LGBT community working to prevent violence and help victims of violence.*

## PROJECT MONITORING AND EVALUATION (M & E)

From examples above, you see that the expected result of the work is described for each task and each activity. A common list of these results is a list of indicators for monitoring and evaluating project quality.

As we said, donor organizations and charitable foundations donate not their own money, but money taken from citizens' taxes and / or donations from private individuals. That is, they are responsible to the governments and funders for the quality of the projects and programs they support. At the first hand a donor organization or foundation will ask you about the relevance of the problem you are about to solve. Then, after you prove that the problem is important for a significant number of people, and you have a good idea how to solve this problem, you will be asked how exactly you are going to realize your project, which means about your work plan. And then you will be asked what exactly will be the result or product of your work at each stage of the plan. The description of these specific products and results for each stage is a set of M & E indicators.

Remember the tale about naked king? No one donor would like to be a naked king. Therefore, they want to see a set of indicators that will help them to judge about the reality and results of your work.

This set of indicators is also important when you raise donations, not applying for a grant. The motivation to support you is based here not on the rationality and clearness of your project but rather on the emotional interaction with a donor and trust that you need to generate between you and an individual. A well-thought-out set of indicators for monitoring and evaluation will allow you to easily describe the expected results to the potential donors in detail, and then, in the course of the project, inform your donors about the use of their funds. If donors see good and real results, they will continue supporting you.

Apart from donors, the set of indicators will be important for your organization too. It is important to see your progress in project realization.

In addition, if you have a set of indicators, you can easier compile the budget of the project.

## HOW TO ASSEMBLE A BUDGET

On the basis of the previous chapter you develop a calendar working plan for the project. The questions to be answered when designing working plan are the following: What are we going to do? Which is the work to do? When? How much will it cost? Where are we going to get resources? Who are the responsible people? Where the work will be conducted (town, concrete place)?

Approximate scheme for the working plan:

Nº	Objective	Events	Term of event (date of beginning and date of the end)	Expected result	Necessary personnel, outsources consultants, people ready to support and materials	Necessary funding
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

When you discuss the flow of the project step-by-step and clear vision of the expected results and products will be helpful in assessing which resources you need for the project, such as: how many people and for what time, which materials and their number, and then calculate their cost. Project **budget** is a plan of receiving and using financial resources during project.

#### **BUDGET HAS TWO FOLLOWING FUNCTIONS:**



**The first** — to reflect the expenses during project realization, when you calculate the value of units multiplied by their number within the framework of budget categories.



**The second one** — to show to the potential donor all the costs associated with the implementation of the project (that is, the budget turns into a tool for raising funds, helps to generate income).

#### **MAIN BUDGET CATEGORIES**

##### **1. Cost of personnel:**

- 1.1. Payment of staff in duration of the project
- 1.2. Fees of consultants and other specialists
- 1.3. Social (medical) insurance, other obligatory payments.

##### **2. Direct expenses:**

- 2.1. Copy / print materials
- 2.2. Purchase / rent of equipment
- 2.3. Transportation costs
- 2.4. Other direct expenses, for example, rental of premises for meetings, training

##### **3. Indirect costs (not directly related to the implementation of the project, but without which the project may not take place)**

- 3.1. Administrative expenses (telephone, fax, office rental, postal services).

After calculation of the main budget categories you can see the general sums needed to be spent for the project; those expenses that already available and resources you need to raise



Approximate budget:

Budget articles	Item	Number of items	Item's cost	Needed sum	Own resources	Resources received from donor	Deficit
I. Staff: project director, accountant Total:	Salary Months	12	2000	24000	3000	20000	1000
II. Consultants	Honoraria Day						
III. Travel expenses	Trip Day						
IV. Direct expenses							
V. Rent							
VI. Equipment							
VII. Communication							
VIII. Bank charges							

When compiling a budget try to escape approximate calculation, collect actual and last data on prices and costs. Budget should be realistic, based on the existing prices and volumes of necessary resources; it should take into consideration the available resources; it should provide you very definite information how much you need to implement a project



### SELF ASSESSMENT TESTS FOR CHAPTER 3

- 1 What is a project and why does the project have cycle? Stages of the project cycle.
- 2 Explain the logic of the project. How goals are connected with objectives and objectives – with activities?
- 3 Work out the example of goals and objectives setting given in the text. What else (objectives, actions) would you like to add to the given example?
- 4 What is monitoring and evaluation of the project? How to develop indicators by which to assess project progress, coming from the example given in the text?
- 5 List the main expenses needed for project realization. Fill in the table for budget calculation given in the text using estimates from your organization and country.


## CHECK LIST FOR THE PROJECT

CRITERIA (answer questions below. Change accordingly, if the answer is not satisfactory)	Yes/No
<b>Project cycle</b>	
When planning a project, you have considered all stages of its cycle:	
<ul style="list-style-type: none"> <li>● The idea of the project has been worked out, which is the answer to the problem of your target group</li> <li>● Design (logical scheme) of the project is planned and developed</li> <li>● Well-designed project implementation: time frame, who and for what responsible, what resources are needed and where to take them</li> <li>● You have a scheme for monitoring and evaluating the success of the project</li> <li>● You are ready to analyze the results for a new cycle of work</li> </ul>	
<b>Logic of the project</b>	
The project has a final goal, which reflects the intention to improved situation in the future	
Project objectives answer the question «what to do?» to achieve the goal	
The objectives of the project are timed, realistic, achievable, concrete and do not duplicate each other	
The activities are tailored to help you solve problems and have clearly defined products that will appear through events	
The use of products by target groups will result in a solution of the problem	
All project results will have a future impact on the change in the status of your target group	
The method of project implementation is optimal, acceptable for your organization. You have enough capacity to ensure the implementation of this technique	
You have identified indicators for achieving goals, objectives, and product development	
<b>Project work plan</b>	
All activities of the project are integrated steps, clear in time	
Each event has someone responsible for it as well as a person who will control its execution	
Necessary resources for each action are calculated	

You have created a calendar work plan for the implementation of the project	
<b>Budget</b>	
All expenditures in the budget are calculated by multiplying the unit cost by the number of units	
You have taken into account staff remuneration, direct costs as well as indirect costs that are needed for project implementation	
You are clear that some expenses you can cover independently, some- due to volunteers or donations, and some - require financial support of the donor	
<b>The project as a communication document</b>	
The project is presented in the form of a document and has relevant sections	
The project is presented in an accessible language and is convenient for reading by any member of the team	


## EXERCISE «PROBLEM TREE» *(convenient for developing project logic)*

### GET TOGETHER THE PROJECT TEAM AND FOLLOW THE STEPS BELOW


 **Step 1.** Your organization serves a certain group of people - beneficiaries. Discuss in the group the problem that you want to solve to improve the lives of your beneficiaries. This problem should be clear, understandable and real.

At this point, you determine the **key problem** of your project.

Write down the wording of this problem on A1 sheet in the center — as if it were a trunk of a tree.

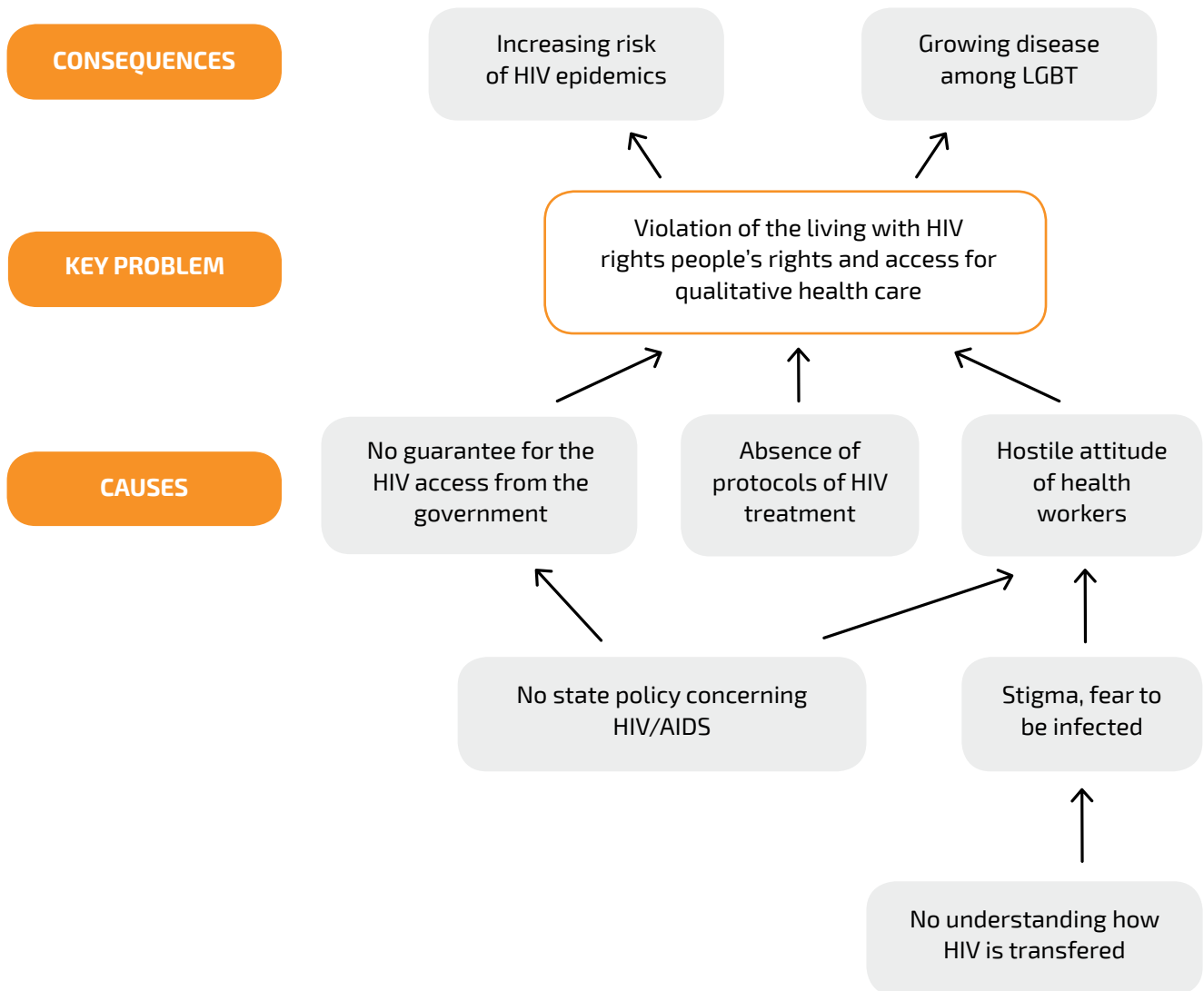
 **Step 2.** Each problem has its roots — the reasons. In the group, try to identify the causes of this problem and write down all possible reasons for the sticky sheets — one thesis on the letter. Obviously, not all causes are directly related to the key problem. Try to find the root causes of the key problem and the reasons that are more likely causes. Place the adhesive sheets with the definition of the causes in a logical sequence under the «trunk» of the tree, as if it were roots.

**At this stage, you have identified the key problem and causes of the problem.**

 **Step 3.** Problem also has its own consequences. Write on sticky notes, what causes the problem you are facing. Post the consequences in a logical sequence.

**At this stage, you have identified the consequences of the problem.**

Here's the Problem Tree looks like:



**Step 4.** The Problem Tree consists of the negative factors that shape the problem and show how the problem affects the appearance of other problems. You see the cause-and-effect relationship of the project's issues. You also see the factors that influence the appearance of a negative. You can see the «intervention site» to overcome the negative factors. You also see that some of the negative factors (for example, human behavior) will be difficult to overcome within a single project. The last negative factors need to be removed from the scheme.



**Step 5.** At this stage, you need to reformulate the negative statements on each sheet into positive ones.

For example:

Violation of the right to access to high-quality health care for people living with HIV	Increased access to high-quality health care for people living with HIV
Lack of guarantees on PL HIV access to medical services by the state	Achievement of guarantees on access to medical services for people living with HIV by the state
Increasing risk of spreading the HIV epidemic	Reducing the risk of spreading the HIV epidemic



**Step 6.** You see that the key issue has been transformed into a project goal. The causes — into objectives and the consequences are the impact of the project.

The causes can be considered as the products of the project. Also, the main causes will be indicators of the project's effectiveness.

## APPLYING TO FOUNDATIONS

The most well-known method to get funding for your project is to win a bid or grant competition. **Grant** is the form of the nonreturnable funding for NGOs, which is often provided on the competitive basis. This form of financial support has a number of limitations, defined by a donor organization or foundation, which provides a grant (a grant-maker). The advantage of a grant lays in the possibility to raise a significant sum from a single source instead of raising small money from a large number of people.

More experienced organizations can pretend on the larger amounts of grant funding than less experienced. The experience is proved by the track record, which in work results and ability to manage successfully amounts of funds in the last 2-3 years.

Nevertheless, the absence of track record does not mean that support is not available. There are a number of foundations that target support specifically for initiative groups that have good ideas and desire to act but have not acquired experience in financial management.

The other way to get trust from grant-makers for beginners may be joint bid development and application with experienced and well-known organization. For example, famous human rights NGO «Human Rights Group» created alliance with smaller but unique NGO with the mission of giving the voice to the most vulnerable and voiceless. Partnership was about raising the publicity and mass-media presence of those cases, which were under activity of human rights defenders and raising general human rights awareness of population. Thanks to the weight of human rights defenders partners have won the competition and received a grant for the given project. Meanwhile small organization has become a recipient of funding from the European Commission (this grant maker gives grants not less than 200 thousand Euro). Project has been implemented successfully and «younger» partner received knowledge and experience of working in the field of human rights. Partnership and working with larger funds supported growth of NGO and widen its activity, which covers now such target groups as LGBT. As a result a small organization with a budget about 20 thousand USD some 6 years ago is now much bigger, receives funding from major donors by itself.


There are a lot of other NGOs around you that have experience, knowledge, expert records and weight because they started much earlier than you. The first NGOs appeared in the region at the end of 1980. The majority of NGOs works in the well appreciated spheres like children, invalids, elderly people, homelessness, economic insecurity, crisis families, environment, human rights, education, etc. From fundraising perspective they can be supported much quicker than those fighting for equal rights of gays and lesbian. Nevertheless, these NGOs can be a resource and platform for solving problems of LGBT community. People from community also face the problems worked out by these NGOs: they have children, they can get trauma and become invalids, they get older and suffer economic inequality, put up with violence, and often discriminated for the access to the basic public goods like education, health, security, etc. Here you have a big space for partnerships: you can better serve your clients but also get access to new resources.


The other good approach is to join expert milieu in your city, country, region or world for getting new contacts, ideas, knowledge and partnerships. There are platforms that provide this opportunity. Mostly they are networks of NGOs or individual membership professional organizations. As an example — European AIDS Treatment Group. This is a membership organization for individuals. Anyone can join this organization as a member who shares its mission. It is necessary to sign accord about participation, provide motivation letter and CV, and invite not less than 2 people as recommenders. The application is done at the web-site <http://www.eatg.org/be-a-member>. Technical requirement is in English as this platform serves as a communication tool for its members. Such platforms exist to solve various problems and for uniting people. Platform initiators are often activists, who seek consolidation and communication of same thinking people to fight common distress.

So, how a **grant making foundation** works? The majority of foundations have clearly defined priorities on program areas for which they provide support. These priorities and program directions are always indicated in the announcement of the grant competition (often called request for proposals) or documents attached to such an announcement.


If your application does not meet these priorities, it will be immediately rejected.

#### **WHEN ASSESSING PROSPECTS OF RECEIVING SUPPORT FROM A PARTICULAR FOUNDATION, YOU SHOULD ANSWER THE FOLLOWING QUESTIONS:**

 What are the priorities and programs of this grant maker? The very first step for this is to compare the target groups of the foundation and your organization. Be aware who is directly targeted by the grant program? For example, the Mama Cash states that it supports initiative groups, organizations and networks of women and Trans people. This means that projects aimed at cis-gender males will not receive support from this grant maker. You can find out more about the Mama Cash at their website: [www.mamacash.org](http://www.mamacash.org)

 Does the organization's activities and goals correspond to the priorities of this foundation? Some programs describe in detail what kind of activities they will support and which are not. If your organization does not have the experience in this particular work, then the funding decision will most likely be taken in favor of another more experienced organization. For example, if the priority of a grant maker or donor organization is freedom of speech and respect for human rights in relation to LGBT, then the LGBT organization that has good connections with the media, is already active in protecting LGBT rights and is able to work with national and international structures on the protection of human rights is more likely to receive support from the donor.

If you want to work in one sphere and solicit grant for this, but you have very little experience, the possible way out can be in finding experienced partners (e.g. other NGOs) for joint application.








 What is the deadline for a grant application? Have you time to prepare efficient application? If there is no enough time and your application will be badly designed with data lacking you are risking not only by being refused for a grant but also by creating negative image of your organization at the foundation staff. This can negatively impact your chances to receive support in the future.

## WRITING GRANT APPLICATION

Almost always, the application begins with a brief description of the general situation on the topic of your work and a specific problem to which the project will be addressed. To make such a description, let's recall that your organization is unique because it works for certain changes to the best in the lives of certain people, and does so either, or where, others do not work. Let's remember that you want to change situation for the better. This means to change completely specific things in the life of the community or society as a whole. For example, advance the integration of LGBT into society, or achieve equality for LGBT in the field of labor and education, provide an opportunity to be protected against HIV, reduce the risks of violence, and so on. A program or project you are seeking financial support for should be a step in this direction: from today to the future.

Project begins with the description of the situation you want to change: in what, up to what level you want to change the situation, how much time and resources you need. The description should be short, simple and convincing. Test it: try to make a brief of the project in 2-3 minutes to the other person not connected with the problem. Try to tell this in such a way that this person says: yes! You do a great job!

### BELOW YOU CAN FIND THE TIPS ON FORMULATION THE BRIEF DESCRIPTION:

-  For what you work in general? (say by one sentence, simply, without numbers and complex terminology: what do you want to change for the better in the life of LGBT and what will be the benefit for the society in general?)
-  What do you want precisely achieve by the help of this project?
-  How and be whom the project will be realized? Why is participation of these people important for the project success?
-  Who is the target group of the project? This means, who will definitely benefit from the project? For example, are those all LGBT people in the country or only those, who resides in one town, or elderly gays, or MSM sex workers and their clients, or MSM with HIV and trans people, or students? You need to determine this group as precisely as possible, so it is clear where they reside, how many are they? What does it mean to get benefit? For example, in the project about journalists, which was taken in the previous chapter, the main work is done with journalists, but the benefit is of LGBT people's, who has become or can become a victim of violence.
-  Where will the project be realized: in what country, in which cities? May be in the premises of some universities, NGOs or health institutions?
-  When do you plan the beginning and end of the project? (This dates can be changed a bit in the future, but it is important to see the timeline, especially when to synchronize with the other NGOs. For example, you plan to present the results of your work with journalists or some research at the conference. Usually conference has settled time, and if you have larger delay in the project realization, you may not catch the possibility to make a presentation at this conference. Then you need to change the project.)
-  What are the conditions in which you work and what are their particulars and details? For example, if you plan to work with sex workers, it's important to understand that you will face law enforcement officers and meet criminal people.



Or, if you plan to work with victims of violence, you can possibly face threats and violence. Or, if you work with labor migrants or HIV-positive people, you will need to take into account that they are quite closed social group..



What of the skills and connections of your organization's staff and volunteers is especially important for the success of the project?



If your application is supported, how do you plan to develop success and ensure the sustainability of the results? If you just plan to ask the second grant for the same at the end of the project, then most likely you will not receive support. After you have completed endeavor, something should change! For example, will you attract new donors (which ones will they be interested in?) Or you will create a less costly work technology, and this will increase the chances of receiving money from the state, or some of the customers will then be able to pay for themselves, or the results of your work will be used by other organizations in their plans and work (which organizations, why are they interested in getting the results of your work and how will they be used?).

**GRANT APPLICATION STRUCTURE** *(different grant makers have different application forms, but all of them have the same sections):*

**Contact information:**

Names of persons responsible for the project, organization name, address, e-mail, telephone number, fax, website.

**Brief Project Summary:**

A summary of the application, including the purpose of the project and the explanation of the need for financial support.

**Main part:**

Description of the main problems that affect the lives of people in the community, and the argument about the need for the project.

**Project description:**

How the project will be implemented, including: goals, objectives and main activities, the degree of involvement of the persons supported by the project, time frames, partner organizations, plans for project evaluation.

**Organization description:**

Describe in detail your organization and its activities. Why is your organization taking up this project. Explain how this grant will strengthen your organization as a whole.

**Budget:**

Requested amount, project costs. Include your own financial contribution and external financing. Specify in which currency you make your budget.

**Additional information:**

Organization's track record, management structure and structure of the organization as whole, qualifications of personnel, goals, previous achievements, legal status.

## BUDGET PREPARATION

The budget reflects the costs for implementing the project or the activities of the organization as a whole, as well as the revenue necessary to carry out your activity. How you distribute expenses tells how the work will be done. Specifically, it helps donors understand not only the amount of funds that is needed for your project, but also how the project you are proposing will be executed and managed.

### ASSESSING THE BUDGET, GRANT-MAKERS LOOK FOR THE FOLLOWING:

- ✓ Realistic budget. Donors are familiar with the market for goods and services, so focus on the average market prices in your city / country. Also donors understand the cost of working time of different consultants. Therefore, if you plan to hire a consultant, it is always worth explaining why you are going to pay a fee of this or that range.
- ✓ How are you going to use this grant? Are you going to buy equipment that you will use in the future or spend money on equipment rent? Both options may be accepted by the donor, but you always need to explain why you are offering one and not the other.
- ✓ Logic. Does the budget reflect project activities?
- ✓ Are there other (additional) sources of funding, or you are asking for 100% of the funds needed to work? If there are other means, this increases the chance of receiving support.

When you report in the middle or at the end of the project, your donor will compare the budget in application with the actual costs. If there are differences, they will need to be carefully specified and explained. Often, donors give some flexibility in changing the budget, for example, in transferring a small percentage of funds from the article «Lease» to the article «Travel». But only if these changes do not exceed about 10% of this article. These conditions vary and always described in the grant agreement. But the funds can be transferred only within the agreed amount of the grant, without increasing it.

**Be ready to present your work.** To convince the donor that your organization is worth supporting financially you need to remember the following when writing an application for a grant:

- ✓ Are your goals, objectives and plans clear and actual? Does the project fit in your mission? (in this course we do not speak about the mission. But this issue is important and we propose you to learn about what is the mission by searching information about it. Because, this or that way, you will face the question about mission from donors all the time.)
- ✓ What is the governance structure of your organization? How is LGBT community represented in the governance of your organization and how do they participate exactly? What are the responsibilities of each staff member?
- ✓ How did the representatives of the project target group participate in its preparation and how will they participate in its implementation?
- ✓ What is the level of professional training of your employees and the main volunteers?

- ✓ Has your organization developed and approved financial procedures, procurement procedures and reporting procedures? (Do not know what this is? Call or email us and we will separately tell about it and give examples of such procedures).
- ✓ What are the most significant achievements of your organization, especially in the last 1-2 years?
- ✓ Do your organization have contacts and cooperation with other LGBT groups and organizations in the country and abroad, with human rights organizations, with health organizations, with state structures responsible for health and citizens' rights?

For beginner organizations, it's important to answer honestly the above questions. If the grant maker has the task of supporting in particular the beginners and initiatives, there is understanding that in certain issues the organization does not have much experience. It is important for a donor to see you're striving for improvement, and this is exactly what he is ready to invest in.

## DEVELOPING LASTING RELATIONSHIPS WITH DONORS

Despite your current hope to find support for work in the next 6-12 months, better for you to look at every contact with a donor or a grant maker as a step towards long-term relationships. By attracting small funds for the organization and providing support for your community, you can establish strong links and provide access to more substantial resources. And your products that you create now, for example, the procedures and technologies of community protection and support in cases of discrimination in health institutions, will become the basis of comprehensive anti-discrimination projects to work with other government agencies, will grow into advocacy actions and will help in the future to change the laws and policies of the whole country.

Collaboration with more experienced and strong organizations in your country and abroad will help you to expand the horizons. Partnership is a powerful resource for development. In partners projects you acquire new contacts, develop your expertise, mount to the forefront of changes in your field, and have access to new donors and larger grants.

Your current donors and givers are also a significant resource. If you are smart and effective at work, polite and grateful for support, small donors will help you find great ones. Quite often, donors meet with the organizations they support to discuss their plans for the future, share information on successful grantees who can be trained or with whom they can build partnerships. But the most important thing that donor appreciates is the timely and accurate delivery of reports, especially financial ones, and the fulfillment of contractual obligations. Often donors are faced with the fact that organizations just forget about the contract and its terms. The rigorous implementation of all the rules and procedures described in the grant agreement will be your contribution to the future sustainability of your organization.



## SELF ASSESSMENT TESTS FOR CHAPTER 4

- 1 Describe approaches of building trust of a donor to your organization?
- 2 What is a grant application? List the main chapters of the application.
- 3 Principles of developing long-lasting relationships with donors.

### CHECK LIST (APPLICATION TO A GRANT MAKING FOUNDATION)

CRITERIA (Answer questions below. Change accordingly, if the answer is not satisfactory)	Yes/No
<b>Meeting foundation priorities</b>	
<i>Foundation priorities:</i> target groups, the problem you solve correspond to the interests and priorities of the foundation / grant competition	
<i>Restrictions.</i> The project will be implemented precisely in that geographic region and with the use of those resources that foundation delivers	
<i>Requested Resources.</i> The budget of the project does not exceed the amount that the grant maker is ready to allocate	
<b>Necessary elements of the application</b>	
<i>Cover Letter and Application Method.</i> They meet the requirements of the competition indicated in the announcement	
<i>Introduction:</i> You can immediately make a conclusion that your organization is able to successfully implement the project	
<i>Description of the problem:</i> the problem seems really serious, requires an urgent solution, which is confirmed by the facts and figures cited	
<i>Goals and objectives.</i> The goals correspond to the priorities of the donor, the objectives are concrete and measurable, with clearly defined time and resources necessary for their realization	
<b>Methodology</b>	
<i>Idea:</i> the project is interesting, original and well thought out	
<i>Spreading out ideas and results:</i> the application clearly determines how the positive changes that will be obtained are disseminated	
<i>Report:</i> one can see from the work plan when and how the organization will provide a report on the work done and its results	









<i>Assessment tool:</i> the application specifies the criteria / indicators and how the results will be evaluated	
<i>Future Financing:</i> The application states how the project will be funded in the future	
<b>Budget</b>	
<i>Reckoning:</i> all calculations are made math correctly	
<i>Expenditures:</i> All projected costs are subject to inflation	
<i>Cost:</i> The total cost corresponds to the scale of the project	
<i>Explanations to the budget:</i> all unclear points are explained	
<b>Attachments</b>	
<i>Scheme:</i> the structural scheme of the organization is clearly presented	
<i>Completeness:</i> all necessary documents are attached	
<b>Application writing style</b>	
<i>Difficulties:</i> the application is written in an accessible language; all the specific terms are explained	
<i>Volume:</i> The volume of the application corresponds to the amount of information contained therein. There are no unnecessary words and phrases in the application	
<i>Logical order:</i> problem + goals + objectives + method + resources + fund support = solution	
<i>Format:</i> The format complies with the requirements of the competition	
<i>Appearance:</i> paragraphs are small, the headings and subheadings are understandable, the text is typed neatly	
<i>Accuracy:</i> there are no grammatical, spelling and punctuation mistakes in the text	

## CROWDFUNDING

Crowdfunding is known today as a method of raising funds through Internet platforms. Nevertheless, crowdfunding initially meant raising funds from multiple private donors and its wording comes from «crowd» and «funding».

Crowdfunding differs from working with foundations that you will have to apply a variety of tools, often applying them all at once as fundraising campaign to reach a wide audience of people. If the procedure of working with the foundations is simple enough — negotiating, applying for a grant, fulfilling a grant, reporting, and then possibly re-submitting an application, — one will have to use techniques similar to sales technologies with individual donors.

### SOME TOOLS FOR GETTING PRIVATE DONATIONS:

-  direct mail (requests for donations via mail), SMS, e-mails or social networks, TV and other mass media,
-  a banner and a button for collecting donations on the organization's own website,
-  boxes and piggy banks that you meet in stores or airports where people can drop some money,
-  face-to-face: asking on streets, in homes and institutions, when representatives of the organization turn to strangers and invite them to take part in a charity program,
-  the distribution of booklets, other types of printed matter, which contains an appeal to donate, in public places (restaurants, hotels, banks) or as an annex to magazines / newspapers,
-  outdoor advertising: light boxes, banners, big boards, and other well-known advertising methods,
-  fundraising games and events (online and offline), such as marathons, races, lotteries. Flash mobs are very popular, for example, «challenge». The call is passed among friends as a relay race, often through social networks. Performing a task involves the transfer of relay to the next friends or acquaintances. The one who can not fulfill the task — makes a monetary contribution. The most famous examples are the Ice Bucket Challenge, the Whiskers of the Mustache, the Crazy Tea Party,
-  payments through specialized Internet platforms.

Here are some interesting examples of crowdfunding accomplished in different countries. Video of fundraising by different organizations:

<https://www.youtube.com/watch?v=sVSiCMd5zi8> — street collections. Amnesty International.

<https://www.youtube.com/watch?v=PX3eLqyN8Gc&feature=youtu.be>. Torture Shop in Amsterdam. Amnesty International.

<https://www.youtube.com/watch?v=064ipuBiWDg> using business approaches for raising funds.

<https://www.youtube.com/watch?v=zVuWtWZh4oQ> using light boxes for «bread cutting» with credit card.

<https://focusireland.ie/fundraising/company-fundraising/shine-a-light-2015/past-participants> Fundraising for homeless children with Top managers from business. Ireland.

[www.h2odanaradost.cz](http://www.h2odanaradost.cz) — on-line game to fundraise for clean water. Slovak Republic.

<http://www.charitystars.com/how-it-works> — online auction for charity.

<https://www.globalgiving.org/projects/moscow-health-for-1000-drug-users/> — campaign to raise funds for purchasing a bus for drug users outreach project in Moscow.

Crowdfunding, by its very nature, is the collection of small donations from a large number of people who may be interested in solving the problem. Their interest can be based, first of all, on personal involvement. For example, funds are raised to solve the problem, which you faced in your personal life or lives of your friends. Someone died, a child was lost, a dog was lost, someone was deceived in the store, someone refused medical care, someone was beaten up, and then the rapist was not found and punished... Any problem can be comprehended by a number of people. In each country, there are people belonging to the LGBT, and their friends who agree to help. You can also contact not only LGBT audience. For example, one should not endure the value of emotional relationships between homosexual people, but most will agree that gangsters who beat and rob people should be punished even if their victims were only gays and lesbians.

If the task is to raise funds from a large number of people, you need to find a perspective on the problem through which this problem will be understandable and emotionally close to a large number of people.

And, of course, in order to attract the attention of a large number of people, you need to use several tools at once to spread your call for support!

Below, see an example of a campaign with matching use of several tools at once.

### EXAMPLE 1

*To raise funds for the shelter for victims of violence, a clear and straight call is formulated and placed on the advertising stands in the subway. On the stands, a direct SMS number is given, so those wishing to donate can send funds immediately. Then, on the way out of the subway, people meet the fundraisers who invite them to talk and learn more about the organization and its work, as well as leave contact for receiving a newsletter. The details of the site or the crowdfunding resource where one can make a donation are distributed. After sending the SMS as donation, the donor receives SMS response, where he is invited to visit the site of the organization where is the link to the video presentation of the individual story of the victim, or to come to the shelter to see how funds were spent. Of course, a special event is being held in the shelter, where donors leave either a promise to donate, or donate immediately. For the next event, the donor is invited to bring a friend so that he becomes also acquainted with the activities of the organization and donate.*

(Based on the materials of successful direct marketing campaigns on the website of the magazine Charity Times [http://www.charitytimes.com/pages/ct\\_features/apr-may07/text\\_features/ct\\_apr-may07\\_focusfeature\\_channel\\_surfing.htm](http://www.charitytimes.com/pages/ct_features/apr-may07/text_features/ct_apr-may07_focusfeature_channel_surfing.htm))

Of course, to plan and conduct such a complex campaign you need to have experience, time and ... money. If you do not have experience and core funds you may choose to start from less sophisticated campaign. As an example, you can submit your case for support at one of the crowdfunding platforms in Internet. Then you inform widely your friends, relatives, partners and social networks' friends about your project and organization and send them a message that you started fundraising at the platform providing direct link to your crowdfunding project. In addition to on-line fundraising you may conduct one or few «real» life events.

### FUNDRAISING EVENTS ARE THOSE:



Events with paid entrance, e.g. a concert, party, performance, movie — any type of cultural or sport event where people pay to get involved. This also can be an auction, quest game, football or bowling match. Besides payment, which goes to charity, it is important to collect contacts of participants for further communication and requests for support. Here are the examples of events at the web-site of ActionAid <https://www.actionaid.org.uk/fundraise/events>



Events, where participant raise funds for your organization. For example, propose to friends instead of giving birthday presents to donate to your cause. Examples of such campaigns, specifically devoted to LGBT issues, are at the site <https://my.truecolorsfund.org/campaign/start-a-true-celebration-campaign/c118943>



Events, where people pay money for the item they like (e.g. auction, fairs, presentations, show-rooms) or donate items, or acquire a chance to win a price (e.g. lottery, raffle, etc). Such events are attractive by rather its entertaining value than charitable appeal.



Drones' races, duck derbies, artificial giraffes marathons, quest rooms, internet games — people like to entertain and compete. All of them you can use to raise funds, recruiting new donors, volunteers and supporters. The example is world famous derby of plastic ducks has become famous fundraising event <http://www.duckrace.com/game-races.html>.

## HOW TO MAKE YOUR FUNDRAISING EVENT SUCCESSFUL?

- ➔ Decide, which event you would like to organize.
- ➔ Put the goal for your event. Take on 3 major goals (e.g. to raise a specific sum of money, to attract attention of potential donors from community or other circles, to attract attention of the media and social networks, to increase awareness about your NGO or specific project...).
- ➔ Give a catchy title for your event.
- ➔ Decide what is the target audience of your event, how many people would you like to get to it (look at the goals).
- ➔ Develop a program of the event.
- ➔ Think about celebrities (experts or stars) to be involved. How to attract them?
- ➔ Where the event is going to be, think about the appropriate place?
- ➔ How many people should be accommodated? Is the place accessible for participants (distance to get, security, entrance payment affordability, accessibility for people on wheelchairs, etc)
- ➔ Define the date of the event (to have enough time to invite all and prepare the action).
- ➔ Check whether you need the official permission or insurance. This considers the place of event.
- ➔ Think about necessary requisite and equipment. Do you need tables and chairs? What else? Amount of this?
- ➔ Do you need a party after event? Who is responsible for it? Will the guests pay for it or not?
- ➔ Think about banners and decorations.
- ➔ Decide which posters and handouts you need. Who will be responsible for this?
- ➔ Decide how you will announce an event.
- ➔ Think how many assistants you will need on this day. What tasks should they perform, who will be responsible for their training and instruction?
- ➔ Who should be in the team for the preparation and conducting the event? What are the responsibilities of each team member?
- ➔ Make agreement with all interested about the budget of the event. Estimate all costs incurred and think about how you will cover them.

**Event is very important but the most important is what happens after it.** You can hold a charity concert in memory of people who died of HIV infection, where a popular singer or a well-known journalist comes. This will require from you not only the consent of the singer / journalist, but also providing them with a trouble-free route for the event and exit after it, as well as comfortable and safe conditions for their performances. But also after the event, you need to keep in touch with those who helped you. Be sure to send thank-you letters, make posts in Facebook, congratulate on holidays, report on your successes and call again the celebrities who helped you!

**Another aspect is in gathering contacts of people who come to the event, but this should be done. If people are interested by this event, they possible are interested by other meeting. If they are then interested in your work and results, they may support your organization...**

As evidence says the success of event happens at the third time. But if your event does not achieve the planned results you have a chance to analyze and improve thus better taking into consideration all the gaps from previous years.

## HOW TO BE SUCCESSFUL IN CROWDFUNDING *(in other words, not to forget anything):*



Planning of crowdfunding campaign: start as early as possible. You should be aware about event timing. Usually it works better if it is attached to the important for your potential donors' date. Then think about the amount of time to collect necessary funds. To estimate this you need to look at the examples of similar campaigns (e.g. at the web-sites, talking with colleagues) and compare the importance of your case with theirs. Besides, you need to have exact numbers of your followers; think how to recruit more by campaign — all this takes time. You need to recognize that some people make donations at once, some require to be reminded several times, and some — never donate. Also determine, how many people you need to run a campaign, here the rule «the more the better» works.



Selecting a topic: take a topic which is in consent with your mission, vision and main goals. Topic also should be actual, easily remembered and attractive for those whom you want to receive donations. For example, the Day of Memory of the Victims of HIV/AIDS can be committed to the issue of prevention and risk groups. You may raise funds to solve these issues much easier as around this Day the information you need to tell your donors is spread by media and other groups. So, you simple save your resources which you should spend on communicating your case to the strangers and general public. This also makes giving easier as people when hear about the problem and its impact are often interested to donate and you give them this chance.



Structure and use your network of supporters (followers, individual donors, clients and volunteers): create groups and share the job. Some groups can be involved in sending out invitations to donate, some will be simply donating by themselves, because, they are busy with their job. Invent approaches that they feel at ease and interested. Conduct a special event for them to make then communicate in live, e.g. party, but with the clear task to discuss the campaign. This will be helpful in uniting them and raising compassion about campaign. You can also get a fresh view and ideas.



Communication work. Prepare targeted communication materials for each group of potential donors. Determine time of distributing these materials and how are you going to deliver these materials to your audiences (e-mails, mass-media, personal meeting, social networks, web-site, etc).



Campaign launch: when you prepared a plan and divided work along networks, look at the campaign once more for its integrity. Make sure that you have the dates of the beginning and end; you know how much funds you want to raise; you determined whom you should contact with what frequency and what messages you are going to spread and using which channels of communication.



Campaign max out: Make sure you use all of the communication channels available to you, such as your own website, your partner and support web-pages, social networks (Facebook, Twitter, Instagram, Telegram, etc.). Think by organization and talk with those who have experience: what should be the maximum frequency of mailings and their timing, so your target audiences receive your appeals in the most comfortable but not annoying way?



After campaign discuss with your team what was done and was the result satisfactory? Talk lessons for the future. Make sure you thanked every participant telling them about contribution each made for the project.

Even if you have not raised the planned sum you received valuable experience and possibility to make the next campaign better!

## HOW TO FIND THE BEST CROWDFUNDING PLATFORM IN THE INTERNET

**Internet**, which has become the main communication tool in the last decades, is an appropriate space for crowdfunding too. Organizations are increasingly connecting with their online supporters even when it comes to asking for help in the work. In addition, the transfer of funds from a giver to the organization can also be done using online technologies. At the Internet, all techniques and methods of fundraising, which were previously used offline, are successfully implemented. For beginner organizations a very handy way to find support for a project among people is the crowdfunding platform.

The **Crowdfunding Platform** is a specialized web-site where you can post information about your project and request to support this project. The platform has its own mailing system, which informs a large number of people that a particular project is looking for support. People and organizations interested in supporting the project can, right there, on the platform page, transfer money for an interesting project through an online payment system.

There are many Crowdfunding platforms: for business startups, for art and other creative projects and inventors, as well as for financing social projects. For example, there is the GoFundMe platform (<https://www.gofundme.com/>), which specializes in various topics, and there is a Pinkstart (<http://www.pinkstart.me/>) that works only with projects aimed at supporting rights, health and the social well-being of LGBT people. Let's give an example of a project placement on this platform (the platforms may differ in graphic design, but the modus of work is always approximately the same).

### FUNDRAISING PROCEDURE AT THE CROWDFUNDING PLATFORM STEP-BY-STEP:



1 When you have the project idea, a developed project and you need funds for its realization, you register at the crowdfunding platform.

- 2 Platform proposes you to place your project. For this you get personal account (cabinet) that contains your personal data.
- 3 Project description. At the beginning you place the basic information: title, term of fundraising at the platform, planned amount of money. Next step: project description, adding video or pictures or infographics. In the process you have the option to look at the preview or send it to the platform administrators for review. It is necessary to make sure that your project will «work».
- 4 After saving the project on the platform, the administrators will check your information and contract you. The contract specifies relationships between your organization and the platform (which is often registered NGO): timetable, collection fee, transfer rules, etc.
- 5 Project marketing. The platform begins to send messages about your project using all their contacts. These are the people who donated earlier at the platform. You also make mailing among your contacts, inviting them to donate / share information to their contacts. SMM (social networking) is actively used.
- 6 Start of fundraising. People donate directly to the platform by clicking the «Donate» button, which is linked to the secure page for electronic payments. This is a typical form of payment by credit card in the network. After payment of donations, the platform sends thanks to the donor. Donation data is also available to project initiators.
- 7 After completing the collection (the date you set yourself, see step 3), the funds collected are transferred to your account. Not only after collection as all depends on your agreement with the platform. Either you choose the option to receive funds only when the whole amount is gathered or you get all the funds, which were gathered regardless of the settled amount. In the first case, you pay a standard fee for using the platform. In the second one you pay an increased fee.
- 8 Sometimes, there is a provision that if you choose the first option and if you have not reached the planned result of the fundraising, you will not receive anything, and those donors who made the donation will receive their money back. Or platform does not withdraw funds from the donor account until the fundraising project's term is over.

#### **ADVANTAGES OF USING CROWDFUNDING PLATFORMS:**

- ★ First of all, you do not lose anything. Your project can only get additional resources. The majority of platforms do not require payment for placement. Only small percentage of collected funds goes to the platform as a fee for successful fundraising.
- ★ Your project is widely promoted. Besides funding your main goals you attract attention to your organization and potential followers, supporter and donors. They may be valuable resource in the future.
- ★ You also inform your supporters about the project fundraising flow using social networks or creating a blog at the web-page of the project (some platforms provide such opportunity). When you are online with your supporters you create the atmosphere of trust and compassion; you can use it for widening the circle of supporters and future donors. Your donors will be involved in the process and feel thorough for the result of collections. They will follow with the inviting their friends and acquaintances.
- ★ Addressing your donors you receive a valuable feedback about the project. It is helpful in seeing advantages and drawbacks of your project from a different angle. So, you may change and improve.

The Internet has its shortcomings, namely its (network) perpetuity. It's quite difficult to get users to choose your website or project from thousands of others. It is necessary to constantly support the interest of potential donors — to disseminate information about the possibilities of donations and about the great job you are doing. **The key to success:** In online (online) fundraising, unlike other types of raising resources, the key to success is the ability to «lead» a donor to a page where he can make a donation.

## HOW TO MAKE AN EFFICIENT APPEAL IN CROWDFUNDING

Approaches to designing a «case for support» in Internet differ from applying for a grant or personal letter asking for a donation. You need to be very clear about your idea of project giving answers to the following:

- ? problem we solve/ need we meet
- ? our key principles/values
- ? our vision of the future
- ? who are we
- ? what is special about us
- ? our image (how we apply our values in practice)
- ? our work/activity
- ? what will change is supported
- ? how your support will contribute to change

When you understand this by yourself, it will much easier to design short, clear and informative case for support. The shorter your appeal the more complicated work on its development. This filter will help you in this.

**Need** — tell about the need.

**Importance of need** — stress the urgency.

**Solution** — tell how you are going to meet the need.

**Effectiveness of solution** — underline why your solution is the quickest, cheapest and the most innovative.

**Mechanism** — tell how to support you to change the situation.

(Jon Duschinsky, Course of Professional Fundraising, Kyiv, EFA).

To raise funds you need the following: a) remember that those supporting us today and will support in the future not necessarily know what we know; b) tell your story clearly, explicable, integrally and emotionally. And shortly at the same time.

How to put in the picture your idea that spurs donating? Here you can use marketing approaches to messaging like «AIDAS»:

#### **AIDAS**

**A**ttention — attract!

**I**nterest — derive!

**D**esire — raise!

**A**ction — propose!

**S**atisfaction — maintain and nurture

It means that you first need to attract attention of potential givers in such a way, that they can spot your message in the full flow of information around them. Your message then has to have something that derives their interest and emotional reaction (something common between you and them or between your clients and them). All interest and emotions should transform into desire to act. For this you need to propose them clear and convenient option to act in favor of your case. You need to show them how significant is their act in helping right now (significantly! Not just a drop in the ocean) or in the future (donate 5 Euro or come to the event...). Also you offer them help in making a donation: simple method of money transfer, reminder about event, space to get answers to their questions, a call from you, etc.

This road ids double way: you receive necessary resources and your donors feel satisfied about interacting with you. This is a last stage of the cycle - Satisfaction. So, after you get donations you need to thank all your donors and give them the opportunity to receive the information about usage of their money: how was the change you promised!

*And some more important things for a successful crowdfunding.*

In the modern Internet, any message should be delivered in at least two ways - text and picture. Therefore, always place photos and videos together with the text.

If you want a quick and confident action from the donor, your words should be simple, the story is short and logical. And offer one specific action. Not three! Not two — One!

If you are raising funds for a new organization, you need to regularly tell your donors about the work that you are doing along appealing for support. It is easier for people to make a decision about support, when work is ongoing and supported by someone else. So, even if you're still doing a bit at the very beginning, talk about what you are doing, what results you achieve, and how these small results will become steps in the development of success (for which you ask support).

## DEVELOPING LONG-LASTING RELATIONSHIPS WITH DONORS

People when donating their money to you are already interested in you and your work. These people are the most valuable resource which should be cherished and cared so they donate once more. Your task is to transform people giving once into your regular donors, who increase their support every time they donate.

In many democratic countries LGBT community has gained respect and empowerment in the society, although all started from small groups of vulnerable and discriminated but courageous people, who could look strategically at their future, overcome their fears and external barriers. The majority of them started from raising smaller resources donated by their supporters from the community, who developed and involved more and more along organizations' development. Growing and empowering these organizations helped all the community to develop and become stronger (and better-off). Long term relationships with donors should be treated as a partnership, where every partner helps the other to be more successful.

How to start long-term relationships? If you have not personally asked a particular person to donate, then the first contact between you and the donor was initiated by him. So, think about relationships from the point of view of those who donated to you. What would you like from an organization that you support, that would interest you to make donations over and over again? (and instead of guessing, go and ask donors themselves about it.)

### HERE ARE FEW TIPS ABOUT DEVELOPING RELATIONSHIPS WITH DONORS:

- ✓ Always say «thank you»! Send the official report to those who supported you. But also, if possible, call them and tell them how grateful you are for their help and that you will maintain a relationship with them. Ask how they would like to see relationships with you.
- ✓ Keep them informed about your successes and report on each dollar donated, GEL, KZT and UAH. Do not be too formal in the reports, but always be brief. Tell about your achievements and life stories with success of those whom you helped by the help of your donors. People are pleased to know that you are getting better thanking to them.
- ✓ Ask their advice. First of all, they may have good ideas. Secondly, people like it when their opinion means something to you.
- ✓ Meet them and learn about them. Your donors are people. You should like them and they should like you. Get to know them and find out more about why they are interested in the work you are doing.
- ✓ Invite them to see your work and meet some of your beneficiaries. This is an excellent way of increasing their commitment and support.
- ✓ Be honest. Do exactly what promised. If you tell them that you are going to use their money to do something specific, then you must do that. If you find that you can't, then you should go back to them and tell them why and ask their permission to spend it on something else.



Be persistent. If somebody turns you down, go back. You can ask why they turned you down. You can ask what they might like to be asked to support next time. You can even ask them to change their mind. You are approaching people because you think that they might be interested in supporting you. You have to try to persuade them. It may take another try. Don't just go away if somebody says NO. Think about what you might do to try to turn that NO into a YES. Maybe not this time, but in the future.

We provide you some principles of fundraising to discuss in your team and to think them over (please, get together and talk about it).

Обязательно подумайте об этом и поговорите с друзьями, коллегами и соратниками.

**People give to people.** Organization is not supported, it is people whom it serves matter. Also people, who raise funds. Potential donors, be they company, foundation or individuals, are interested in human aspect of your work or your project application. Organization is able to raise significant money only be virtue of contacts between people. Even in mass campaigns it is important what people are involved in them.

**People give money because they want so.** They want to be like someone valued by them, or want to help someone in acknowledged trouble, or want to prove to themselves that they live better, or are sorry for living better... In any case it is their wish. Help people to realize their wishes and feel much better and essential.

**People give money only when they are asked about it.** People will never give you money unless you ask for it. General calls for help, without a specific indication, who you are referring to and what they can really help, do not produce results. Hence the important conclusion is that people make large donations only when they are asked for large donations (provided that they have this money, of course).

**People give money to finance opportunities, not needs.** A chance to help people survive, the chance to organize work better, is more attractive drive than helping to survive the organization.

**People support successful organizations, not those who have needs.** The winner's effect also applies to fundraising: people love to participate in a successful campaign, deal with an organization that receives support from others, especially trustworthy people and institutions.



## SELF ASSESSMENT TESTS FOR CHAPTER 5

- 1 What is crowdfunding, what types of crowdfunding you learned? What is a campaign?
- 2 List the event you can use for mass collection of donations?
- 3 Tell how to work with crowdfunding platform in the Internet.
- 4 Structure of the «case for support». How to create an effective case for support.
- 5 Tell how you are going to develop long term relationships with private donors.



## CHECK LIST (CROWDFUNDING WITH THE PLATFORM IN INTERNET)

CRITERIA (answer questions below. Change accordingly, if the answer is not satisfactory)	Yes/No
<b>Crowdfunding platform analysis</b>	
Platform work direction. You have studied the projects that are placed at the platform and are convinced that your project is one of those that can be posted on this platform	
Fee for project placement. You have carefully studied the financial terms of interaction with the platform: placement fee, transaction percentage, how the transfer of the amount collected by the project takes place (only on condition of successful collection or simply collected amount)	
Platform features. You recognized the features that the platform offers (for example, an individual approach, social network integration, campaign setup options, a convenient and secure website for a financial transaction, the ability to handle different currencies) and made sure that they fit you	
Platform coverage. Have you made sure that the platform will promote your project through its channels?	
The reputation of the platform. You've studied what others are talking about a platform and have explored platform reviews from users and from independent evaluators	
<b>The system of working with the crowdfunding platform</b>	
You have prepared in advance a description of the project and other materials requested by the platform	
You registered on the platform and opened your own account	
You outlined the project on the platform and provided all the data requested by the platform — written text and pictures/videos	
After evaluating your materials the platform have signed a contract where terms of collection, collection fees, transfer rules, etc. are specified	
Do you have a tracking system that follows platform in sending out messages about your project on your channels? How do messages work, do they bring donations?	
Do you monitor the proceeds of the project, taking into account the separate receipts from your marketing and marketing platform?	
<b>Call for support on the platform</b>	
Your appeal has covered the following: problem, urgency, solution, reality of solution and support mechanism	

Your appeal attracts attention, causes interest, excite the desire to support and calls to act immediately	
Your appeal has a slogan, supported by appropriate illustrations and evidence of need	
Your appeal is in simple and understandable language for any person	
You send an invitation to support you on the platform (link) in your networks at least once a week	
You thanked everyone who supported you	

A good example of creating a case for support is the campaign described by Katy Andresen in her book «Marketing for Modern Robin Hoods». The campaign's goal was to raise funds for the reduction of the HIV epidemic in Cambodia, the main thing was to incline to buy condoms men who used the services of prostitutes equal to the cost of beer. The campaign tool was to sell condoms with the distribution of T-shirts, cap and other youth products, under the slogan «Number One». The organizers (Population Services International (PSI)) set out to raise awareness among young people and offer them the products they would willingly buy and value. A slogan and campaigning components were developed and tested, and the organizers got a confirmation that the «Number One» slogan is the best to influence the target groups. To strengthen the popularity of the brand, one day off over Phnom Penh, a condom-shaped balloon with a «Number One» and a smile was lifted into the air, and this had the effect of a breakthrough. After that, condoms became an integral part of sales, and they were distributed in whore houses, provided there with a significant discount from the organization

## GOVERNMENT AND MUNICIPAL GRANTS AND CONTRACTS

In almost all countries of EECA region there are state run programs of civil society funding. These may be grant programs when the national government or local government allocates certain funds (program budget) and announces the priority themes and objectives of the program. Such goals may be to help the poor or people with illnesses, prevent HIV or smoking, sports and education for children and adolescents, and so on. Usually funds are distributed on competitive basis. Any non-profit organizations can participate in the competition. Organizations submit their applications in which they propose projects that should help achieve the stated objectives of the program. The selection committee of the competition determines which application is better, who will receive the financing. For example, the goal of the program can be the development of healthy lifestyle of youth. Participating organizations may propose projects such as seminars for schoolchildren that are dedicated to the day of the fight against AIDS, or a summer camp with a kayak downhill, or the creation of peer consultations groups... In one way or another, the applicant will propose a *WAY* to achieve the goal, and applications can be supported within the framework of the competition, offering different ways of working.

The other option is state order. Different ministries develop their annual plans and programs where the part of work is done by the Ministry's bodies and part by organizations on outsourcing basis, where implementers selected through tender. This tender competition includes firm requirements expressed in the technical task. The technical task is a detailed description of the product which is to be created. In difference from grant competition the state order requires beforehand determined result for the least possible cost.

Younger organizations have probably more chances to get funding from government through grant competition. Although actually very few countries' governments and local administrations are ready to fund LGBT NGOs in EECA region.

Nevertheless! 30 years ago the government put homosexual people in a jail for sex relations but now we discuss possibility to get grants from the state budget!

Today the most appropriate topic for getting government funds is health care (prevention of HIV and STIs, medical and psychological service for Trans people).

You have advantages before government structures and health institutions, which you can use for building partnerships and for soliciting financing. Such advantages are:

- ★ You have unique access to people from the community and you are trusted by its members. This means that you can discover problems and trends in the community so can be helpful in developing plans and approaches to solve these problems. Also you can involve members of the community to work.
- ★ You can share responsibilities with state institutions and municipalities by taking on the part of services that the medical institutions or the police are not ready or unable to perform, and can also help in attracting additional funding and other resources.

At the end, do not forget that you always deal with people, wherever they work. And people are always people. Making the effort and taking government officers without fear and treating them with respect you will get support.

It is important! Even if government bodies do not fund you today, government can support your applications to grant makers and hence be helpful in getting resources necessary for your work.

## RESPONSIBILITY FOR RESOURCES MOBILIZED FROM OTHERS: FUNDRAISING ETHICS

When you start fundraising you ask people and organizations to give you THEIR money to implement YOUR ideas. This imposes a significant responsibility on you: by giving money, people and organizations put confidence across to you. Trust is the basis of the success of any deed.









Taking money, you commit yourself to validating trust and strengthening cooperation with other members of society. How to do it?

- 1 Not taking money from people and organizations you are not sure about their honesty and intentions. This is called the principle of acceptance of donations.
- 2 Follow the principle of «no harm». The donors share the responsibility with you for everything that will be done with their money. Your victory is their victory! But if you hurt or bring troubles to someone with donor's money, you make the donor an involuntary collaborator to this. For example, it's important to ensure the security of personal data of your clients...
- 3 Try to accomplish all your promises to donors. All the resources are limited including those of your donors. If you waste their money you leave your donors without the chance to make the world better.
- 4 Remember that those you try to help have needs and also those who have given money to meet these needs. And the needs of donors should be taken into account with the same attention as the needs of your clients and trustees.
- 5 Be transparent and effective in financial management. For this purpose it is necessary to issue regular reports about your work and to conduct program and financial audit. (Want to know more about this? Ask us or other experienced organizations!)

Include these five ethical principles in each of your projects and your fundraising will be more feasible.

**Protecting personal data.** You need to be careful with gathering private information: take permission from clients for photographing, for storing and transferring their personal data, etc. Be sure to discuss with donors how to perform in situations when you need to provide photos and lists of event participants or the personal data of people addressing you for help as the reporting requirement. Anyone who can have access to personal data should sign an obligation protecting personal data from disclosure. By this you take care of your clients and also demonstrate professionalism and commitment to human rights to your donors.

## MANAGING PERSONAL DATA:

-  Personal data must be obtained legally
-  Data must be processed for legitimate purposes
-  Data should be used exclusively for the stated purposes
-  Data must be adequate, relevant and not beyond the scope of the purposes for which they were collected
-  Data must be accurate and, if necessary, must be updated
-  Data should not be longer than for the indicated purposes
-  Data should be available to those who have the right to work on the basis of the law of the country and your internal rules
-  You must protect the data from its leakage or transfer to third parties

**Provisions for funds acceptance.** Not all the money is the same. As we have said above, donors will be involuntary partners if you hurt someone for the money of these donors. And the opposite is true: if the organization or the person whose money you are taking received this money dubiously (like some pharmacies that overestimate the prices of vital medicines) or require you to discriminate against someone in exchange for money (as in the case of a ban to support sex workers organizations through USAID grants issued by USAID) ... If they do this and you take their money, then you also participate in their unsightly or unethical affairs.

To increase donors and community's awareness about your organization's fundraising principles and approaches, it will be useful to develop a special document describing your policy and ethical standards in fundraising. Do it now.

An example of such document is given below.

### **THE MEDICAL FOUNDATION FOR THE CARE OF VICTIMS OF TORTURE'S FUNDRAISING GUIDELINES**

*From the book Baguley, John. "Successful Fundraising", - London: Bibliotek Book, 2005*

The guidelines for solicitation and acceptance of funds by the Medical Foundation are designed to enable its fundraising to be efficient and effective without compromising its objectives or bringing the organisation into disrepute with its supporters or the general public.

Decisions regarding the solicitation and acceptance of funds is delegated by the Trustees to the Director. The day-to-day administration of these guidelines is carried out by the Director of Fundraising.

- 1 The Medical Foundation will neither accept nor solicit funds from companies engaged in manufacturing instruments of torture or supplying such instruments.
- 2 The Medical Foundation will neither accept nor solicit funds from arms manufacturers where those arms have or could be used for repressive purposes or from companies supplying such equipment.
- 3 The Medical Foundation will not accept funds or solicit funds from companies where that association would lower or diminish its public and/or private support.
- 4 The Medical Foundation will not accept funds where the acceptance of such funds would cost the Foundation more than the intended donation; or where the receipt of such funds has conditions attached to it that are unduly onerous, costly or incompatible with its objectives; or where the Foundation has first to spend its own money to secure the donation and the assets of the charity would be under undue or inappropriate risk.



## SELF ASSESSMENT TESTS FOR CHAPTER 6

- 1 What is special about getting government funding in the EECA countries?
- 2 Advantages of non-governmental organizations in realization of state programs.
- 3 Why is responsibility for donated funds important?
- 4 Create an estimated ethical code/code of conduct for your organization, which will deal with the ethical issues of your relationships with donors, clients and partners.

## CHECK LIST (WORKING WITH GOVERNMENT)

CRITERIA (answer questions below. Change accordingly, if the answer is not satisfactory)	Yes/No
You have carefully studied the objectives, procedures and requirements of a state grant program or social order in which non-governmental organizations can take part	
You have studied the needs of the state body, its documents and policies, have determined who makes decision about the support of non-governmental organizations	
You have an understanding of the functions of the state body, with which you will have to work on condition of receiving funding, and also you know the people you need to communicate with	
You have identified your advantages that you can demonstrate when applying for / negotiating with government agencies	
You have prepared an application according to all the requirements of the competition/tender without exception	
You have prepared the necessary package of documents that you need to submit to the competition	
You have thought about how you will fulfill the requirements of state structures, provided you receive funds from the state, especially financial procedures and reporting	
<b>Questions of responsibility</b>	
You have a set of rules (code) that defines who you are getting support for, how you handle donor funds, the principles of transparency and efficiency of work	
You have policies and procedures for protecting the personal data of everyone you work with: donors, clients, partners and suppliers	
Your financial policy (financial management) meets the requirements of local law and is governed by the principles of transparency and openness: for example, tendering procedures are used for procurement, timely submission of reports, checking working time, etc	










## RECRUITING VOLUNTEERS: MAIN PRINCIPLES AND APPROACHES

Volunteers are the most valuable resource at the beginning your organization's life. They provide you assistance without asking for payment and can grow in your friends and followers in the future. To make it happen you need to be not less serious about your volunteer program than about your donors.

You may simply ask your friends and relatives to help you at the outset of activities. Having good personal relations and shared views on the ways to solve problems with your friends and relatives — you will get support from them. But this help will not last long as all of them need to do other things outside of your organization.

To involve volunteers on the long-term basis you need to go outside of your circle of friends and relatives. You need to appeal to the community. You need very well thought and prepared volunteer recruitment program.

### SOME GROUNDWORK QUESTIONS TO ANSWER FOR VOLUNTEER RECRUITMENT PROGRAM.

-  Do you have some interesting activities in your organization or projects that are not funded?
-  Do you have work, results of which are important for many people, in your organization or projects?
-  People with what skills and for what time do you need to complete the first and second tasks?
-  Where can you find people with the skills you need?
-  What is encouraging volunteers in work you propose besides money and interest in the topic of work?
-  How much time and money is needed to meet the conditions required recruiting the necessary volunteers?
-  How much time is needed to find and sustain volunteers?
-  Who can (that is, must and have the skills or desire) to do this in the organization?
-  What will you do if you do not find volunteers, or if they cannot handle the work?



Volunteers, like donors or foundations, need to understand how their work will make the life of people from community better and what their participation in your work gives to themselves? You also need clear rules of interaction between you and volunteers. In addition, similar to donors' reporting, volunteers would like to know how you used the resources they gave you: their time and skills. So, one «thank you» will be apparently not enough.

Look for organizations that have many volunteers and ask them how they do it? Try yourself to be a volunteer. Real experience is very important for understanding the essence of volunteering and creating a successful volunteer program.

Exciting fundraising programs with the participation of volunteers are run by Foundation «Grant a Life» (Russia). For example, Program «Crazy Tea Party» involves 80 volunteers' teams all around the world. Volunteers organize tea parties for their friends thus collecting funds to support children. Details and campaign description is here: <https://podari-zhizn.ru/main/node/20547>. The result of campaign in 016 is 3,5 million rubles. This campaign is annually run and attracts mass media attention — <http://www.forbes.ru/forbeslife/blagotvoritelnost/273949-legkaya-blagotvoritelnost-kak-ustroit-chaepitie-i-pomoch-lyudyam>

Students, youth from social services, and partner organizations can help with actions, activities or research, as young people are interested in new knowledge and skills, as well as having fun and meeting new people.

If you need volunteers with specific skills and experience, such as research or psychological assistance, seek help from a friendly NGO.

## HOW TO RECRUIT VOLUNTEERS FOR EVENT OR CAMPAIGN

Recruiting volunteers to an event or public campaign must begin no later than three months before the event / action begins. You begin with the clear envisioning required work force: describe what people you need taking into account their skills, the interests, availability of free time and place of residence.

The first active step of volunteers' recruitment is dissemination of invitations with the information about the planned event, why volunteers are needed and how they can contact you. You need to distribute this information in places where you can find people with the skills and qualities that you need. Look for gay men — go to clubs, spread information through social networks, including entertainment resources. Look for students — go to universities, student parties, lectures, exhibitions of contemporary art, and social networks. Looking for doctors, lawyers, psychologists? Then go to organizations doing the same work, find popular people in this profession who have blogs and pages in social networks, and ask them to help in the search.

In Internet, volunteers can be attracted through the crowdfunding platforms. For example, on the site <https://my.truecolorsfund.org/campaign/start-a-true-celebration-campaign/c118943> people are invited to either make a donation, or to become a volunteer fundraiser.

Volunteers should be provided with information package describing the event and the role of volunteers in it. If different volunteers have different responsibilities, you need to instruct them accordingly. To do this, contact personally anyone who offered his help as a volunteer, inviting them to come to you at a volunteer meeting a couple of days before the event, or an hour and a half before the event.

Having positive experience of working with your organization during the event some volunteers may remain in your organization on a regular basis.

Problems of «losing control» of volunteers, most frightening people in the organization, can easily be solved through a clear description of volunteer's tasks, which is better to discuss with volunteers. Everyone should be clear and conscious that they do not enter into labor relations, and cooperate for the benefit of the community, which includes volunteers, too.

### **A STORY OF THE VOLUNTEER FROM LGBT ORGANIZATION**

(From an interview at <https://sexinforia.com/podrostki-i-gomoseksualnost-chto-znat-rodite-lyam/>)

*Marina, your topic is not easy and ambiguous (but, of course, very important). How did you come to this? How all started?*



Now it is difficult to say what exactly served as the first incentive. I graduated from the University some time, but I could not start to work professionally. My friend worked as a psychologist at the LGBT organization, and it became interesting to me. I was asked to come to visit for some event, got acquainted with the guys and began to volunteer. Two years later, they launched a new Friendly Doctor project ([friendlydoctor.org](http://friendlydoctor.org)), a service for LGBT people, where it is free and anonymous to undergo HIV testing, a dermatologist, a urologist and a psychologist.

In parallel, a parent organization was created to support and harmonize child-parent relationships in a family where there are children - representatives of the LGBT community. Having come to one of the trainings, conducted by my friend - psychologist ..., I realized how difficult it is for parents to accept their child. And I wanted to become part of this process. And now, for 5 years (2 years of volunteering and 3 works), I work with the All-Ukrainian Charitable Organization «Point of Support» and the Parent's Initiative «Tergo».



## A STORY OF THE VOLUNTEER REPRESENTING COMMUNITY



HIV infection... I learned about my status — I was shocked and I could not understand why just me?! But you want - you do not want to, but you have to treat your health more seriously. And then, once, I saw an announcement about the work of the club of acquaintances in the organization «...» being at the AIDS Center in July 2003. I was met by a social worker at the community center, who explained and told all that I needed. The atmosphere of communication was such that I wanted to come again, then again, and then I began to come every day. I am very enthusiastic, I can say «sucked» the tasks and goals of the organization. The more you help others, the more you help yourself.

Since August 2003, I have become a volunteer in this organization, and since the beginning of 2004, I have been a social worker. During this time my life has changed greatly. Here I found not only the work and circle of communication, but also my friends. I have a new stimulus in life. I advise people living with the same problem, I manage the library of community center and see that the more I give to people, the more God gives me! And I like it !!!

Probably I'm happy. What and I wish you.



*(From the book "Administration of NGOs", Kyiv, International HIV Alliance, 2003)*



## SELF ASSESSMENT TESTS FOR CHAPTER 7

- 1 Which questions of the volunteer recruitment program are important on the stage of its development?
- 2 How to attract volunteers for the event or campaign?
- 3 Tell the story of volunteering from your or friends experience?

## CHECK LIST (VOLUNTEERS)

CRITERIA (answer questions below. Change accordingly, if the answer is not satisfactory)	Yes/No
<b>Preparing volunteer program</b>	
Do you have a need for volunteers? What kind of works are you ready to propose to volunteers?	
What volunteer skills you need for doing specific work? You discussed it by team and prepared the necessary tasks and skills for the volunteers	
You have a clear idea of where to look for and recruit volunteers	
You have a recruitment plan for volunteers, where you can find out what to do, when, who is responsible and what resources are needed	
You have devised a system of motivation for volunteers, have developed communication messages for different audiences of volunteers, which you will use in their recruitment	
You have a budget for working with volunteers or an idea of where to take resources to work with them	
You are ready to work with volunteers creative and organize fun for them	
Your organization has policies and procedures for working with volunteers (as well as with donors)	
<b>Volunteers Management</b>	
You have standard contracts in which you have set goals for a volunteer, principles of interaction, mutual responsibility and timing	
You have a database of volunteers (list), where important moments for interaction with them are recorded: contact information, types of work, participation, grates/remuneration	
You have a work plan with volunteers for each type of work (event, campaign, office work)	
Your organization has a person who is responsible for working with volunteers	
You have instructions and training plan for volunteers	
You constantly manage the relationships with each volunteer, monitor and evaluate their work and thank them	

## CONCLUSION

Apparently, the success in fundraising will require you to have certain personal qualities. And these qualities are not inborn: anyone can get the necessary skills. Fundraising is about life, people, building relationships and human interaction, and this requires many skills that you will see in many professions. If you are on fundraising path you should be ready for constant growth and development.

To begin with, just answer the following questions and take some advice from those who have successfully been mobilizing resources.



### ***Are you a giver yourself***

Commit the joy of giving. Give to your organization or to someone else. Do it with the same feelings you expect from your donors. Only by this you can see what donors feel when they give.



### ***Your creativity***

Creativity is not only about designing catchy logo and titles, but also in knowing what messages are the best to appeal to people and apply this knowledge on practice. Due to creativity you acquire mastership.



### ***Your inspiration***

Inspiration generates your energy and energy of people around you. They become your agents in recruiting followers.



### ***How empathic are you***

Dictionary defines empathy as «the ability to identify yourself mentally with a person or object of contemplation, developing understanding». But how does this relate to resource mobilization? You will be able to «feel the way donors feel» when you request funds and get powerful feedback.



### ***Readiness to innovation***

It's always hard to risk, but doing the same thing is unlikely to change anything. You should be able to change the existing approaches and use new ideas and raise the bar in everything.



### ***Your passion***

Passion is a key feature for fundraisers. Without the passion fundraising becomes simply fluid without life or driving force. If you do not believe in the work you do, it will affect your ability to raise funds for it. Fundraisers deal with many intangible assets, which is a difficult task when you try to sell it to others — you need passion to pass it on to your audience. However, passion must be mitigated by realism and common sense.



### ***Knowledgeability***

Start from interest and go to interests. Start with your mission and work. Find out all about philanthropy and capital. Ask more questions and listen actively to understand. It is important to be knowledgeable, informed and impartial. Curiosity and the desire to learn will help.



### ***Integrity and honesty***

First, be transparent and accountable in everything that you do. Demonstrate honesty before counterparts requesting evidence. Know yourself. Understand your strengths, weaknesses and «blind zones.» Face a cruel reality and be honest with your team and donors. If something goes wrong, take it and do not blame others — take it as an opportunity to learn from your mistakes.



### ***The importance of ambition***

Be ambitious in the name of your mission. You need see big horizons. Do not be afraid to ask a lot from donors, ask for participation from volunteers or the time from your leadership. Strive to get more resources to solve community problems. Remember that, as Jim Collins writes in his «From Good to Great», good — is an enemy of the great. Do not be satisfied with what you have.



### ***Level of curiosity***

You need well-designed «radar» to notice what's going on around you — this allows you to understand the opportunities that arise, especially those that are right in front of you.

In general, for fundraising, it's important to have a faith in your mission, for whom resources are mobilized, some knowledge in the areas of marketing, branding, research skills, and, most importantly, common sense combined with optimism and ability to actively listen and perceive the outside world.



