R4V Platform Manual for Organizations

Fundraising training program

Dedicated to the irreparable losses caused by the COVID-19 pandemic, but especially to the memory of colleagues who, through their work, devoted themselves to supporting refugees, migrants and Brazilians to recover their dignity even in the face of many hardships and regardless of nationality, gender identity or sexual orientation.

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FOREWORD

In recent years, Latin American and Caribbean countries have faced one of the greatest crises and humanitarian exodus ever experienced in the region's history. To date, there are more than 5.5 million refugees and migrants from Venezuela outside their country of origin, of which 260,000 are in Brazil. The COVID-19 pandemic further aggravated the already dire living conditions of Venezuela's refugees and migrants. In addition to the serious health hazards to which displaced populations are exposed, the pandemic has caused widespread economic disruption and increased concerns about protection.

Even so, the Brazilian response remains a benchmark in the region, not only because of the collaboration between government, UN agencies and civil society organizations, but also because of the comprehensive territorial coverage and number of partners engaged in meeting the needs of refugees and migrants from Venezuela, as well as the needs of host communities.

The need to continue with the humanitarian response and offer a wide range of services also entails some challenges, like the need to raise funds to ensure that organizations engaged in the R4V – Response for Venezuelans Inter-Agency Coordination Platform can meet their financial requirements, regardless of their size.

With that in mind, UNHCR and Mobiliza have prepared a capacity building training program in Fundraising to support small civil society organizations to raise funds and thus ensure their sustainability and autonomy, within the framework of the R4V Platform. Although brief, the training sets some important parameters for organizations to determine the topic as one of their priorities, in order to establish a sustainable funding model that allows R4V partners to continue to positively impact the lives of so many people in need.

We hope that the knowledge contained herein can help to further strengthen humanitarian action in Brazil with the joint commitment of different organizations working under a structured and coordinated approach for the benefit of refugees and migrants from Venezuela.

Jose Egas
UNHCR Representative Brazil

SUMMARY

THE MANUAL

Within the framework of the Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (R4V), partner organizations share knowledge and information, and work together to improve several aspects of the initiative, including building capacity in fundraising to ensure that these organizations, regardless of their size, are able to implement the activities provided for in the Refugee and Migrant Response Plan, the RMRP.

With that in mind and as co-leader of the Platform, the United Nations High Commissioner for Refugees – UNHCR identified a significant need among small partner organizations (those with annual financial requirements below USD 160,000) to strengthen their fundraising capacities in order to ensure the implementation of the planned activities.

To fulfill this need, UNHCR and Mobiliza prepared a training program for 11 partner organizations in the R4V Platform, including initial diagnosis, training workshops and customized mentoring, in addition to this manual, which contains supporting texts and exercises on the relevant topics.

At the end of the training program, participating organizations were able to produce a kit for potential donors (including a strategic document with an overview of the organization, main areas of intervention and achievements, as well as visibility and communication products) and a project proposal that could be adapted and customized for future submissions. The program's activities were carried out remotely from October to December 2020 to ensure the necessary social distancing measures due to the COVID-19 pandemic.

This publication is the result of the joint work between UNHCR Brazil and Mobiliza within the framework of the R4V Brazil Platform, to systematize the contents and needs identified during the training program, but also to serve as a lasting reference tool for participating organizations and others that may have similar demands in terms of fundraising.

#1

Survival or sustainability?

THE ROLE OF CSOs

Civil Society Organizations (CSOs) are part of an ecosystem that addresses social and environmental problems, dilemmas and issues. These are private organizations that act in the public interest, generally driven by solidarity and a sense of social justice.

They are representatives of society and generally work in a complementary fashion or in partnership with the State. In some situations, they act to pressure the State and private institutions to take responsibility for the public interest and thus enable the progress of society.

To do their work, they need resources of different kinds (money, people, material resources, creativity, influence etc.) and from different sources (companies, individuals, governments, international organizations). Society's expectation is that the resources allocated in these organizations generate results and impacts that improve life in society. We can represent this equation in the image to the side.

"SOCIETY'S EXPECTATION IS THAT THE RESOURCES ALLOCATED IN THESE ORGANIZATIONS GENERATE RESULTS AND IMPACTS THAT IMPROVE LIFE IN SOCIETY."

COMMUNITY RESOURCES

+

CIVIL SOCIETY ORGANIZATION

SOCIAL IMPACT

R4V Platform Manual for Organizations - Fundraising training program
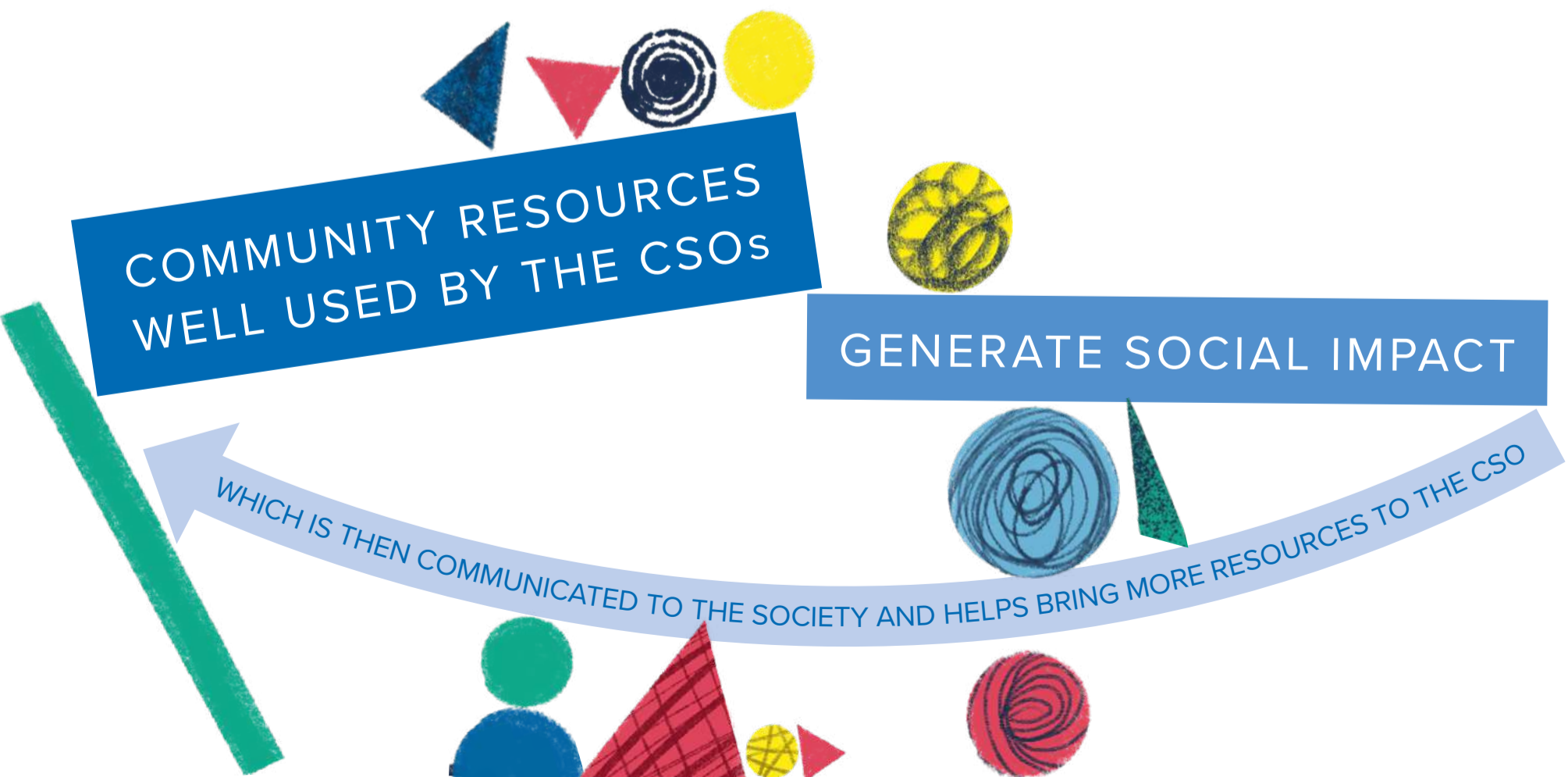Survival or sustainability?

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In general, the CSOs that achieve greater social impact results are those that come to mind when the society thinks about who should continue to receive resources. In this cycle, there is a complex chain of events, which indicate that a CSO's ability to raise funds is not only related to its ability to identify and convince donors.

In other words, a CSO's ability to raise funds depends on several other aspects, for example: the results of this organization over time, how its projects and its team are structured, how this organization manages and accounts for its results, or how this organization communicates with society through a seamless channel of transparency and trust.

SUSTAINABILITY

We can say that there is a virtuous cycle of sustainability, which feeds back on the trust that society has in a certain organization so that it does quality work and generates increasingly better results for society. If the CSO understands this process, it creates the conditions to "vibrate" in harmony with sustainability. If it doesn't, it will stay in a survival mode, where the search for funds becomes a "burden". This cycle can be summarized in the image below.

COMMUNITY RESOURCES WELL USED BY THE CSOs

GENERATE SOCIAL IMPACT

WHICH IS THEN COMMUNICATED TO THE SOCIETY AND HELPS BRING MORE RESOURCES TO THE CSO

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Survival or sustainability?

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Therefore, an individual or a company, when deciding whether or not to donate funds to a given CSO, considers (consciously or unconsciously) several aspects, which can be represented in the 4 fields below.

IDENTITY & IMPACT

MANAGEMENT & GOVERNANCE

COMMUNICATION & TRANSPARENCY

FUNDING MODEL

Consequently, not only is it important to find out where the donors are and how to convince them to donate to your organization (classic fundraiser questions), it is also very important that you increase your awareness of the topic and try to understand what questions your donors ask themselves when they are making a decision whether or not to donate to your organization. Looking at these 4 fields, we list below some relevant questions that can serve as a roadmap in an institutional analysis process.

Criteria for good institutional analysis

IDENTITY & IMPACT

☐ Do we have a clear mission and act guided by it?

☐ Are we able to demonstrate our impact and results?

☐ Does our organization respond to current social and environmental problems?

☐ Do we deliver what society expects of us?

☐ Are we paying attention to social changes?

☐ Are we quick to adapt our actions to changes in society?

☐ Do we have projects and programs that respond to these social challenges?

MANAGEMENT & GOVERNANCE

☐ Do we have enough staff with the ability to deliver the results we promise?

☐ Do we have internal processes that organize our work?

☐ Do we manage resources and people well?

☐ Is the relationship between team, managers and board healthy and do they all work in harmony, playing their expected roles?

COMMUNICATION & TRANSPARENCY

☐ Does our organization communicate properly with all its stakeholders?

☐ Is our website up to date and does it publish periodic reports of operating and financial results?

☐ Are we concerned about keeping our partners updated at all times, not just during partnership renewal periods?

FUNDING MODEL

☐ Do we have a fundraising plan and a dedicated team to roll it out?

☐ Do we have a balanced funding model (not dependent on only a few funders)?

☐ Do we seek to permanently evaluate our fundraising model?

☐ Do we have a budget for the fundraising area or is there a forecast of having a budget for the area?

HOMEWORK

Based on this diagnosis, name three key changes that need to take place in your organization so that you can raise funds more easily.

Share this presentation with at least two other people in your organization and reflect on the three key changes.

#2

7 Myths &
7 Truths about
fundraising

What are the myths and truths that persist in fundraising?
In this section we will demystify some perceptions
and beliefs that still exist about this activity.

MYTHS

1. Brazilians do not donate

It is true that we do not have a well-developed donation culture in Brazil when compared to countries with an older philanthropic culture, like the US, for example (in comparison, Americans donate 2% of their GDP, whereas Brazilians donate about 0.2% of our GDP). But it is not true that Brazilians do not have a donation culture. Recent surveys show that Brazilians donate more than we think. But donations here tend to be more focused on meeting immediate assistance needs, driven by a mindset of "helping the poor" rather than by social justice and development. The mobilization of more than BRL 6 billion during the COVID-19 pandemic identified by the Donation Monitor of the Brazilian Association of Fundraisers is a clear demonstration that Brazilians donate and will donate more if the influence of CSOs on our society becomes stronger

2. Raising funds means raising money

We think that raising funds is the same thing as mobilizing people to donate money, but this is only partly true. To solve social problems we need all kinds of resources – funds (money), human (talent and volunteering), materials (food, clothes, paint, construction supplies), creativity, influence. Resources can come in many forms. Oftentimes, an individual who is not willing to donate funds can donate influence, material resources, time. Being able to see resources more broadly helps us dispel the myth that raising funds is the same thing as raising cash donations.
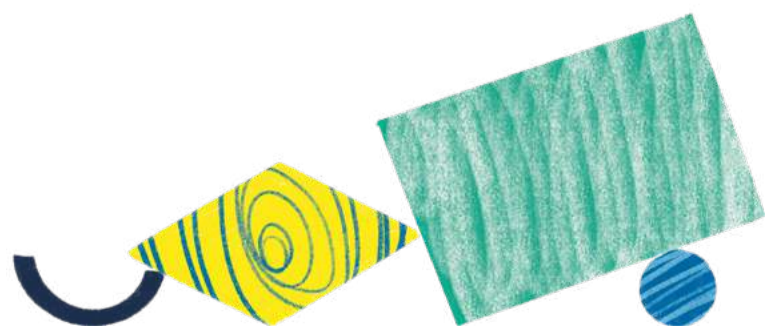
MYTHS

3. **To raise funds, I need to meet rich people**

One of the most widespread and least true myths in this area is that we must have access to rich people to raise funds, but these funds are often closer to you than you think. Start by mapping out your close network - family, friends, co-workers, local businesses. It's easier for someone who is closer — and more connected to the problem you want to solve - to mobilize funds and make a donation. Fundraising involves creating a large network of donors. People don't always start by donating much. If the job is well done and you succeed in demonstrating the results achieved with their donations, your donors can also influence their own networks and, in this process of mobilizing circles of influence, perhaps a donor of yours knows a rich person and this person may also be encouraged to donate.

4. **I must have a strong brand to raise funds**

Having a strong brand is important, but not essential to start raising funds. People donate because they want to make a difference in the world. If you have a cause worth people's attention, then get started. Remember that brands like Greenpeace, Doctors Without Borders, GRAACC, Doutores da Alegria, etc. were just an idea one day. These brands were built by concrete results and effective communication. Therefore, not having a strong brand yet is not an impediment to start raising funds. Start where you are, with what you have. Let's remember this sentence usually attributed to Margaret Mead:

> *Never doubt that a small group of thoughtful, committed citizens can change the world. In fact, this is how the world has always changed.*

MYTHS

5. Fundraising = designing projects

Another recurring myth is that the only way to raise funds is to design projects for public notices. That is not true. Projects for public notices is just one fundraising strategy. There are several ways – writing letters/e-mails with requests for donations, making requests in face-to-face conversations, creating crowdfunding campaigns, holding events, among others. There are many ways to raise funds. Preparing projects for public notices is just one of them.

6. I need to have a fundraising specialist to start raising funds

Brazil is a country of intermediaries middlemen who "create problems to then sell the solution to these problems". In this culture, there is the role of the outsourced fundraiser – someone who we think has the right connections and knows where "the donors are hiding". This figure (of the specialized external fundraiser) is a Brazilian invention. And this is perhaps one of the biggest myths blocking the potential of raising funds for social impact causes. True donors want to be close to who they will support, to know the social entrepreneurs in person. Since fundraising is about building long-term relationships, the donor's proximity to the supported organization needs to be built without intermediaries. If you don't have a fundraising team, again we recommend starting with what you have. Use part of your time to dedicate yourself to that or have someone in your group or team study the subject and start writing the story of your organization.

MYTHS

7. Facts and statistics are enough to mobilize donors

Donations begin in the heart, not the head. Therefore, people are mobilized more by stories of change than by facts and evidence. Of course it is also important to present rational evidence to mobilize donors, but it is the stories that mobilize them the most. And because companies and foundations are also made of people, it's important to take the emotional factor into account, even when interacting with donors/social investors who have standardized and rational processes of donation/social investment. Ultimately, the final say comes from one person or a group of people and they are influenced by their emotions more than they realize.
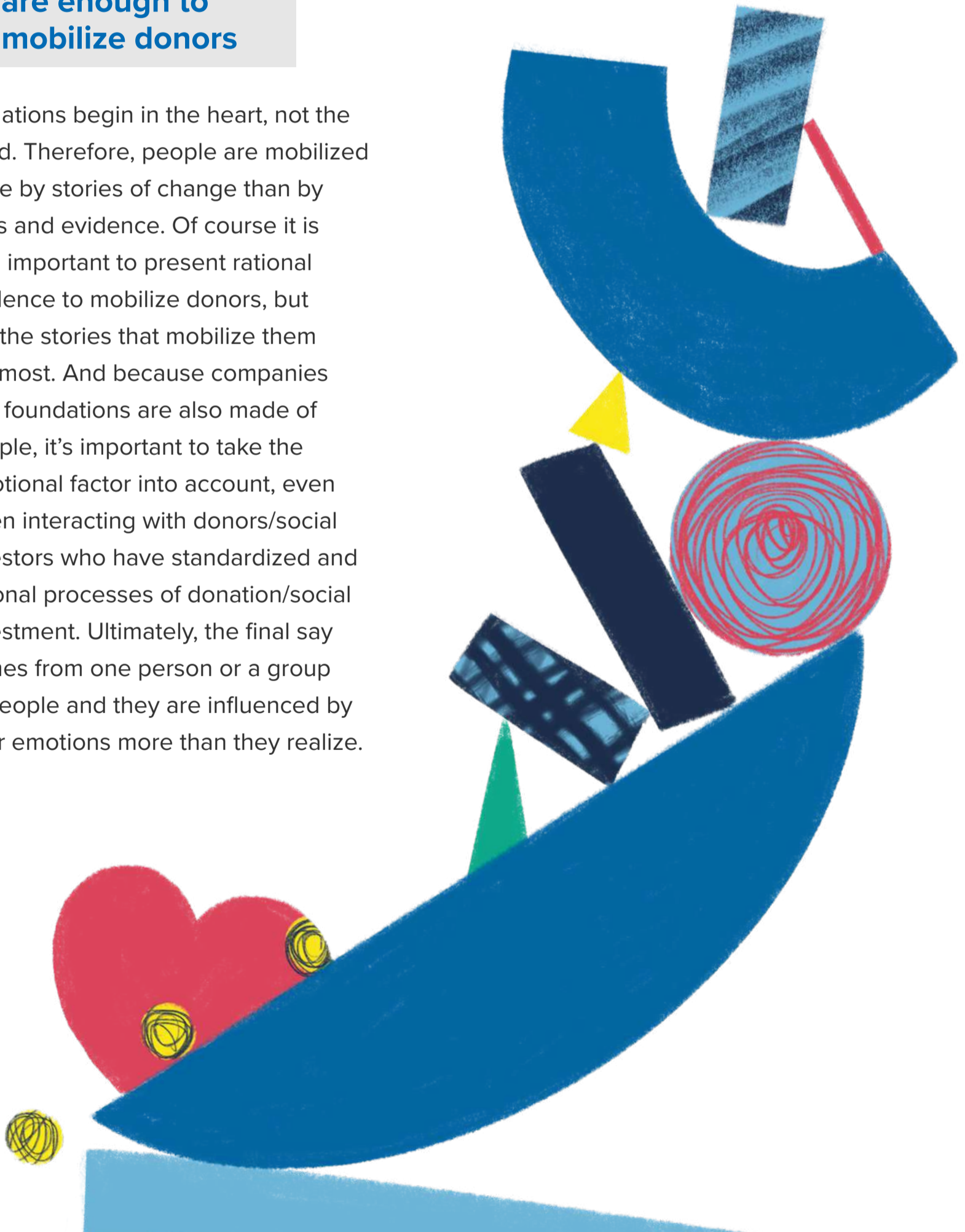
TRUTHS

1. Nobody donates if not asked to do so

This is very true. It may seem obvious that people don't donate if they're not asked to, but sometimes we fail to understand that. In general, in our Brazilian culture, asking for donations is associated with begging, asking a favor, weakness or vulnerability. Many people report that they are uncomfortable asking for donations because they feel they can be interpreted as though they are asking it for themselves. It is curious to see that a person who seeks investments for their own company to generate private profits is valued and seen as an entrepreneur, but a person who asks for funds to generate social results, which matter to everyone, is seen as a beggar. Another likely certainty is that you will get more "no" than "yes". Therefore, the more you ask, the greater your chances of achieving the expected results.

2. In a donation process, both sides win

Another undeniable truth is that the act of giving generates pleasure, a feeling of belonging, personal or spiritual fulfillment, in short, a series of benefits that give an enormous sense of well-being to the donor. And since we live in a time where we should rescue human and spiritual values, asking for a donation is like giving someone the opportunity to make a difference in the world. And that is extremely valuable. Allowing someone to show gratitude, to be important for their community, to be responsible for social and environmental change, are some of the things that can be offered to those who donate. Therefore, asking for resources can never be understood as a situation in which one side offers something and the other side receives something. Both sides offer and receive something.

TRUTHS

3. Listen before speaking

People give when they are mobilized by something that touches them. Good fundraising professionals seek to understand the donors and communicate with them in a way that resonates with the interests and needs of these donors. Therefore, listening to and understanding your donor before offering something is essential. Being seen as an ATM is extremely uncomfortable for the donors.

4. Gratitude precedes giving

Grateful people donate more. This is very true. Students who received a scholarship at a university tend to donate to their Scholarship Fund in the future; patients who have been cured of cancer in a hospital may want to return something to the hospital in the form of donations. Some cultures usually associate donations with the term "give back", which demonstrates that many times the donation is a token of gratitude for what was given to me by an organization, a community or a person.

5. Offer before asking

As a consequence of the above truth, another truth is that social organizations can offer a lot before a donation occurs. First, deliver quality results and social impact. But they can also offer content, networking opportunities, understanding the needs of their donors. Permeable, porous organizations that listen to society and their donors are much more likely to be considered worthy of receiving a donation than those who are closed to the outside world and get lost within their own logic of merely surviving.

TRUTHS

6. Fundraising is teamwork

The fundraiser is not a lone wolf. One of the challenges when creating a professional fundraising area in any organization is thinking that fundraising results will only come from this area. Starting from the organization's leaders (often the most important figure in fundraising) and including the rest of the team (which builds projects together with the fundraising professional), everyone plays an important role in fundraising, either by suggesting potential donors or simply by doing outstanding work that will attract more donations.

7. People donate to people

Understanding that a donation is an act that is done from person to person is key to a successful fundraising process. On the one hand, donors have to be seen as people who have their passions, their needs, their interests. On the other hand, the person asking for a donation must be someone with credibility and a track record of accomplishments. Donors often donate knowing that the organization's leader is someone they identify with, someone they trust, someone who is associated with good results and credibility. The act of donating is the act of a person who trusts another person.

HOMEWORK

As you read these 7 myths and 7 truths about fundraising, please think about the following:

1. Of the myths mentioned in the text above, which ones do you believe most influence your perception of fundraising?

2. What are the consequences of believing in these myths to your life (or your organization)?

3. Try to remember some experiences that were related to the truths pointed out in the text.

4. After thinking about the 3 questions above, what have you learned about yourself and your organization's culture?

TO LEARN MORE

→ **Brazil Donation Survey, IDIS** – idis.org.br/pesquisadoacaobrasil/

→ **ABCR Donation Monitor** – monitordasdoacoes.org.br

→ BOS, L. (2010). **Confiança, Doação, Gratidão** – Forças Construtivas da Vida.

→ Editora Antroposófica.

→ AMBROGETTI, F. (2016). **Emotionraising:** How to astonish, disturb, seduce and convince the brain to support good causes. Hilborn Civil Sector Press.

→ CHRISTIANO, A., NEIMAND, A,. (2018). **"The Science of what makes people care"**. Stanford Social Innovation Review, Fall 2018. Available at bit.ly/3w9nV4e.

#3

The fundraising cycle

From a perspective of raising funds from companies, this chapter focuses on the concept of the partner's life cycle, which has four phases. These concepts can be adapted and applied to other institutional relationships, like those with philanthropic foundations and international organizations. The four phases are:

1. PROSPECTING (P. 24)

Phase of **identification of potential partners/donors** and assessment of the partnership potential and possible common interests between the partner and your organization.

2. CONTACTING (P. 25)

This corresponds to the first contact phase, where you seek to identify what you have in common and the right interlocutors within the partner to **build a partnership relationship**.

FUNDRAISING CYCLE

4. BUILDING LOYALTY (P.34)

Once the partnership is made, your organization has to ensure **the maintenance of the relationship** and that the partnership's objectives are met, making the partner want to renew the partnership. Usually, this phase is underestimated, which produces negative effects at the time of renewing the partnership.

3. REQUESTING (P. 30)

When the **actual proposal is prepared and presented to the partner** and the terms of the relationship are negotiated.

PHASE 1 – PROSPECTING

Prospecting is an ongoing activity. It consists of identifying interested partners with the potential to partner with your CSO and its programs.

The prospecting stage can be active (when you actively search for potential partners) or passive (when you are sought out by companies/foundations interested in a partnership). It can also be hybrid, when your organization is visited or contacted by companies that do not necessarily approach you to forge a partnership, but your team identifies that there is latent potential to build a partnership with that company.

At this stage and based on some criteria, the team should be able to continuously build a list of companies that could potentially be interested in partnering with the CSO. For this, we use the BIC criterion (bond, interest and capacity) to identify potential partners. The BIC principle considers that an ideal partner has three fundamental characteristics – a bond, interest and capacity. Below there are examples of indicators to identify potential partner companies considering the BIC criterion:

BOND	INTEREST	CAPACITY
→ Institution with which you already have some kind of partnership.	→ They work with the same topics (e.g., Human Rights, Social Assistance, Employability etc.)	→ They donate resources to third parties.
→ Institution whose board has a direct relationship (social or other) with the management of your organization.	→ They have a similar public profile as your CSO.	→ They donate direct resources (not via incentive laws).
→ Business owners or people with high purchasing power who are fond of the cause or engaged with the topic of your CSO.	→ They operate nationally or across regions where your organization also operates.	→ They have enough resources for the relevant projects.

PHASE 2 – CONTACTING

We consider the contact phase to be the period between the first contact with the partner and the moment of preparing a concrete proposal for partnership and a request for resources.

In the contacting phase, it is essential to understand:

1. **What the partner and the CSO have in common**

2. **Who are the quality interlocutors there**

1. Seeking to understand what the partner and your CSO have in common

Shared value is a fundamental concept that should guide the fundraising area in its efforts to approach potential partners. The concept was developed in the US by professors Michael Porter and Mark Kramer. According to them:

> *"Shared value is the practice of creating economic value in a way that also creates value for society. (...) Large companies like GE, Google, IBM, Intel, Johnson & Johnson, Nestlé, Unilever and Walmart have begun to embark on important shared value initiatives by redefining the intersection between society and social performance."*

Source: Michael E. Porter and Mark R. Kramer (2011), The Big Idea: Creating Shared Value. How to Reinvent Capitalism — and Unleash a Wave of Innovation and Growth. Available at bit.ly/2WgdsGU

We start from the assumption that shared value is essential to establish corporate partnerships that truly generate value for partner companies (as much as for their CSO and for society). Thus, the relationship between your CSO and the company should be considered in the long term.

The first step in building a long-term relationship is getting to know the company and its needs. Some important aspects to be analyzed:

→ History of the company's social initiatives

→ Social investment and corporate social responsibility policy

→ Brand values – what values does the company's brand want to build?

→ Company history – what were the hallmarks of the company's development?

→ Who are the company's stakeholders and what does it expect to generate for these audiences?

→ National and international reports – does the company have to report data on its local social responsibility initiatives? Does the company operate in markets that require social responsibility action?

→ History of the CEO/chairperson

These answers can provide very relevant information to guide your approach to the company by seeking to solve a problem or offering a market differential.

Thus, the phase of initial contacts with the company should focus its efforts on identifying concrete opportunities to build a relationship in which both parties are positively considered.

Mistakenly, what happens is that CSOs often make requests to try to fulfill their own needs, assuming that companies have resources and can "help" them. This behavior weakens the relationship between the CSO and the corporate world because it seeks to extract resources from the company usually based on feelings of guilt and pity. More professional and healthier relationships should be driven by more sustainable qualities, such as mutual interest in solving a problem, employee engagement, brand strengthening etc.

In addition, we qualify two possible types of approach between CSOs and companies so that the type of relationship between your CSO and partner companies is clear.
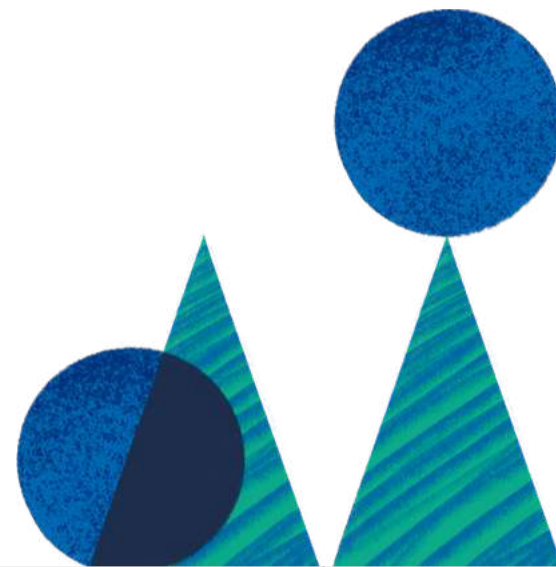
RELATIONSHIP OF **PARTNERSHIP**	RELATIONSHIP OF**DEPENDENCE**
Seeks to understand the company before presenting any proposal	Makes a request before being familiar with the company
Seeks to generate value for both sides	Is exclusively concerned with its own needs
Aims for the long term	Aims for the short term
Presents opportunities	Presents needs
Dialog-based	Request-based
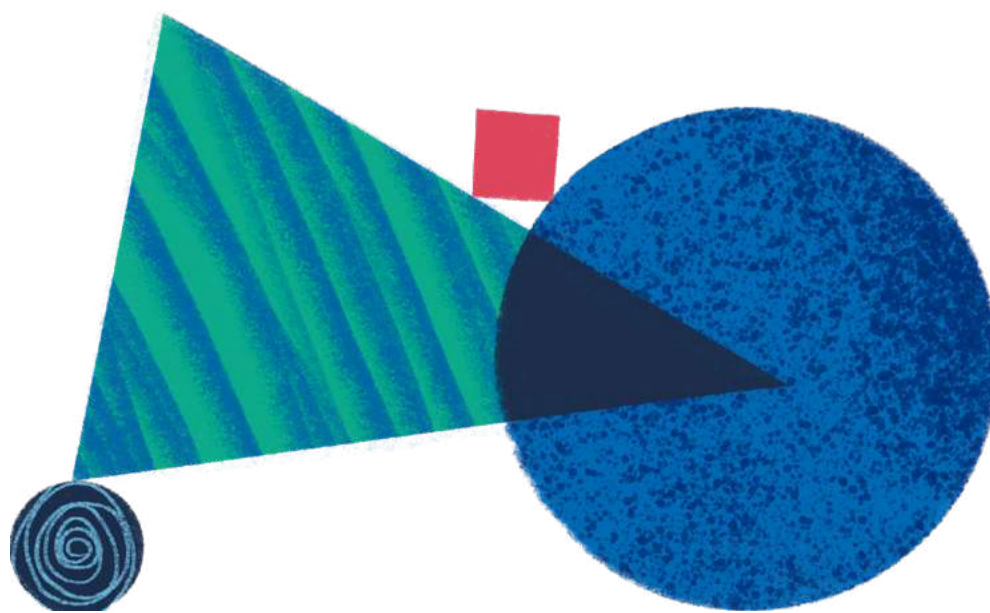
In summary, the standard steps
in the process of contacting a
company should be as follows:

ACTIVITY	DESCRIPTION
1. Requesting a face-to-face (or online) meeting	Request for preferably a face-to-face meeting so that the CSO and the company can get to know each other
2. Holding the meeting	Focus of the meeting: → Identifying the company's needs → Getting to know the parties → Identifying the company's influencers and decision makers → Presenting some elements of the project, as long as it makes sense in this first talk. *Further meetings and conversations may be needed after the first meeting.*
3. Analysis after meeting	Answer the following questions: → What value will we generate for both parties if the partnership comes about? → Is it possible to build a collaboration proposal that meets the company's needs and takes into account my programs and my internal capabilities? → Do we have enough in common to celebrate an alliance?
4. Submission of a partnership proposal	If the answer to the previous question is yes (*"Do we have enough in common to celebrate an alliance?"*), the CSO and the company must agree on a deadline for the presentation and discussion of a partnership proposal.

2. Quality interlocutors

The identification of quality interlocutors in the company is essential for the relationship between the CSO and the company to flourish. Partnerships with great potential often do not make any progress because we don't have access to the right people in the company. And who are the right people? Usually, someone who has sufficient knowledge about the topic of the partnership and decision-making autonomy.

Depending on the content of the partnership and how the company is organized, the topic will be decided by the areas of social responsibility, sustainability, human resources, marketing or even the board. If it involves investment via incentive laws, the company's financial and tax areas may also be involved.

Some remarks about the process of finding the right interlocutor:

→ **THE HOTTEST CONTACT IN THE COMPANY HELPS** – many times, our first contact in the company may have been someone from the OSC relationship, but who is not responsible for the budget of a possible partnership between the company and your organization. In these cases, it is very important that this person becomes your internal guide in the company. Don't underestimate this person just because they're not in the field of social responsibility or marketing. Seek to validate their support throughout the process. Usually, it will be this person who will make you find the right interlocutor within the company and, often motivated by factors that go beyond the company, it is this "internal guide" that will make the partnership relationship come about. Although not the decision maker, he/she can influence the decision making process;

→ **THE FINAL DECISION IS USUALLY SHARED** – know that a decision about a strategic partnership is made with the participation of many people within the company. Do not neglect either party. In a process like this, even if the decision has been made by the chairperson, the company can back down if the tax area perceives any risk. Therefore, it is essential that you understand each step of the company's decision-making process and try to be close and available to provide any necessary information;

→ **POWER IN THE COMPANY** – Meeting people with power in the company (chair, directors, board) can help, but be careful not to run over the decision-making process. In more professionalized companies, the decision-making process is increasingly decentralized and based on objective information.

PHASE 3 – REQUESTING

The third stage in the process of building partnerships is the requesting stage. The fundraising process often boils down to this step, which is a mistake. This is certainly a key step in any fundraising process, however, if this step is not accompanied by the preparation/contacting stage (before) and the loyalty building stage (after), the requesting stage can fail to foster a lasting relationship.

When the initial contact stage is well done, the requesting stage may be about the implementation of a solid proposal that meets the needs of both the company and the CSO. In this sense, the request should symbolize the construction made in the previous stage.

In general, the complexity of a proposal depends on the company's size and the level of complexity of the company's decision-making processes, with a similar model on the side:
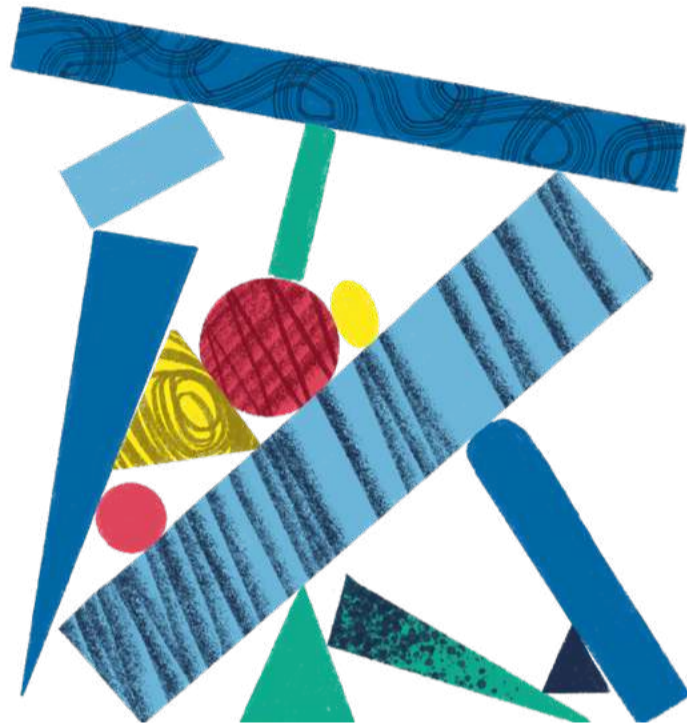
TYPE OF ORGANIZATION	MODELO DO DOCUMENTO
Corporate Foundation	**Specific project,** built based on the Foundation's criteria
Large Company	**Predetermined projects** with some adjustments to the needs discussed with the company beforehand
Small and Medium Company	**Standardized document/project**

An important step in submitting a project/request for partnership to a company is to know whether the company has any standard form for that purpose. If so, the CSO should submit its project according to the standard form of the company or corporate foundation.

If there are no standard forms or templates, there are two options:

1. **Submitting a standard document**

Document with information about the projects to be supported.

2. **Submitting a custom document**

If a specific partnership is involved, the fundraising area of your CSO should produce a customized project, which may have pre-prepared information + information about that specific partnership. Therefore, in addition to the information found in the standard project, the project may have information about what is being specifically proposed to the company as a partner, like:

→ Visibility of the company's logo;

→ Engagement of company employees in volunteer activities;

→ Specific campaign for the company's audiences – employees, consumers, people around the company

The projects to be presented must be objective, well written and well designed, so as to meet the requirements discussed in the previous stage. Many funders resent not being able to donate because they don't receive good projects. In this sense, your CSO must carefully prepare documents that are up to the quality standard of the services provided in your programs and projects.

A poorly written project, with weak arguments or with an "amateur" layout can give the impression that your CSO also conducts low-quality projects.

A good introduction material should have a maximum of 3-5 presentation pages. If the company needs more information, it will ask for it. The first material to be submitted does not have to be overdone or lengthy, unless it is a complex project for a corporate foundation with which there are already advanced talks.

Typically, the steps for requesting
resources/partnership are as follows:

1. Initial design of the partnership proposal

The proposal design format should be agreed
with the company and take into account:

→ The needs of your OSC

→ The needs of the company

The preliminary proposal should be as standardized as possible,
so that you don't have to spend too much time preparing these
documents, except in exceptional cases. Before the proposal is
submitted, the technical areas of your organization that will be
involved in the work should evaluate it and make their comments.

2. Submitting a proposal to a potential partner and negotiating the terms

At this stage, some terms of the proposal are negotiated.
The CSO should be open to adapting the proposal to the
company's interests, as long as this does not jeopardize the
successful completion of the project or offer disproportionate
returns to the partner in view of the funds provided by the
company. This period requires flexibility with responsibility.

3. Contract with the partner

In the final stage, a contract that formalizes the partnership
between the CSO and the company is drawn up and signed.

PHASE 4 – LOYALTY BUILDING

The loyalty building stage starts when the contract is signed. Many experienced fundraising professionals often say that the most important moment in the fundraising process starts with the signing of the contract, since it is through a good partnership experience that the company can make the decision to renew the contract or expand the partnership scope in subsequent years.

Some important aspects to be highlighted in the loyalty building process:

→ **ALWAYS BE APPRECIATIVE:** gratitude never hurts. Being appreciative of your partners is fundamental and helps build a relationship based on solid values;

→ **BE TRANSPARENT:** the CSO should always share information about the project supported by the company and about other projects. You should get this information out to everyone in the company involved with the influencers. Some companies have their own accountability models. Your CSO should be a step ahead and ask the company how it expects to receive accountability for the resources it invested;

→ **NURTURE A WARM RELATIONSHIP:** it is very important that the CSO does not contact the company only when it needs funds. The CSO should take the time throughout the year to nurture its relationship with the company by sending it newsletters, videos with important highlights of the supported project, invites to exclusive events etc.;

→ **COMPLY WITH THE AGREEMENTS:** never forget that, at the very least, what is agreed in the contract must be fulfilled to the letter. It may seem obvious, but it is important to emphasize that a good relationship starts with trust, and trust is built from the fulfillment of what has been agreed;

→ **PROPORTIONAL RETURNS:** relationships with companies should proportionally match investments and returns, that is, a company that invests more should have access to more and better returns. For this, the CSO must have standard returns for the ranges of amounts invested by companies;

→ **FLEXIBILITY:** even though there is a standard plan, the CSO should remain open to adding unexpected elements that can better meet the needs of the partner company.

HOMEWORK

Create a list of potential partners for your organization based on the BIC principle (bond, interest and capacity).

#4

The power
of people

Donations from individuals are an important source of income for social and environmental organizations in the United States and in Europe. Giving USA 2019, a survey that assesses the behavior of donations in the USA, indicates that in 2019 individuals donated about USD 350 billion, or 80% of all donations received by the American non-profit sector.

According to data from the Brazilian donation survey (Brazil Giving 2020), carried out by IDIS in 2020, 67% of Brazilians donated funds to Civil Society Organizations in 2019, in an estimated amount of BRL 15 billion, which represents about 0.23% of the Brazilian GDP, when the world average is 0.8% of the country's GDP. This indicates that there is a lot of potential to increase individual donations in Brazil.

The survey also revealed that the causes that most sensitize Brazilians to donate are, in order of priority: religious organizations (49%), children and youth (39%), and fighting hunger and poverty (30%). The typical Brazilian donor is a woman, living in the Southeast or Northeast regions, with a monthly income above 4 minimum wages, who is satisfied with her income and her life, and who practices some religion.

Several international CSOs have already carried out in-depth studies and identified the potential for growth of individual donations in Brazil. They are preparing for or already raising a high volume of funds from individuals in Brazil. Some examples of organizations and the number of individual donors in Brazil demonstrate the potential to be tapped into:

→ Doctors Without Borders - 550,000 donors - BRL 210 million raised/year

→ Greenpeace - 120,000 donors

→ - BRL 28 million raised/year

→ Action Aid - 20,000 donors - BRL 14 million raised/year

→ TETO - 2,000 donors - BRL 2 million raised/year
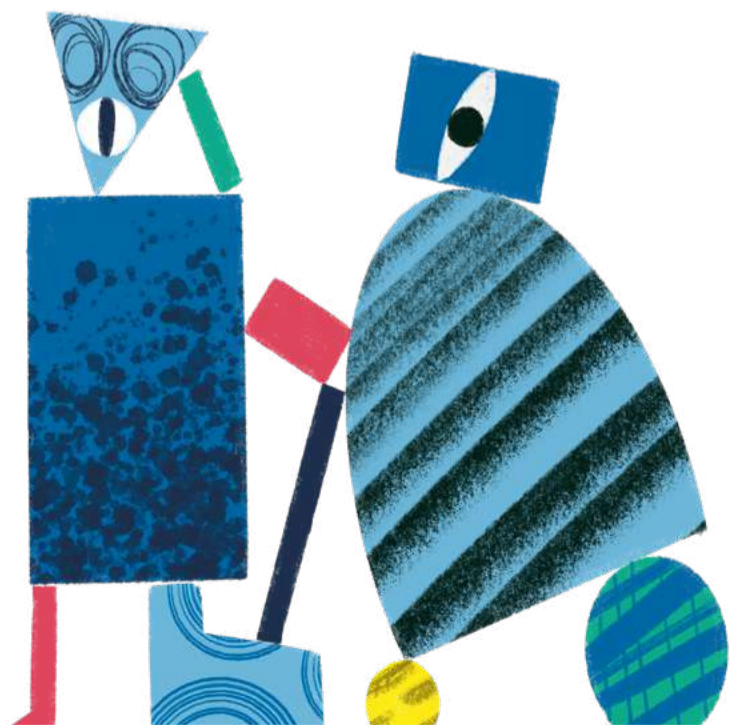
Considering this potential, there are several advantages in raising funds with individuals. We list some below:

→ **FREE FUNDS:** These funds are usually not related to projects, that is, these are funds that support the cause and strengthen the organization because they can be used for institutional expenses and for more strategic projects (which often may not be funded by other sources);

→ **THE FOUNDATIONS OF SUSTAINABILITY:** Thinking of an organization's funding model as a pyramid, individuals form the bottom of the pyramid, they are the foundation of its sustainability and of the organization's credibility in the society. The fact that more than 100,000 Brazilians donate to Greenpeace demonstrates that the cause is supported by the population;

→ **MONEY AND MUCH MORE**: Every individual donor is a spokesperson for the cause. In addition to donating financial resources, an individual donor can also become an advocate in society for the causes defended by the organization he/she supports;

The road to building a solid base of individual donors, however, is long and requires patience, resources and discipline. Below we list some of the challenges along the way:

→ **LONG-TERM THINKING:** Unlike the fundraising process with companies and foundations, in which the result of a fundraising initiative is seen in the medium term and does not require as much investment (often, one person writing the project is enough), the fundraising process with individuals requires long-term thinking and investment. Also, we should bear in mind that the first few years may not produce significant financial results (sometimes, there can even be some "losses");

→ **STRICT CONTROL:** Since we deal with large numbers of donors, this process requires much more control than traditional fundraising processes. Imagine a base of 1,000 donors donating every month. Each donor has an amount to be donated, a form of payment, a specific expiration date on their credit card. When raising funds with individuals, the organization structure and the donation management processes need to be stricter and very well-organized;

→ **EXPERTISE IN DIRECT MARKETING:** A fundraising process with individuals requires technical expertise in marketing and direct marketing — persona, storytelling, social media analysis, conversion analysis etc. are some of the terms used in this industry. Unlike more traditional fundraising processes, which often only require expertise in project design, raising funds with individuals requires a set of more technical and professional skills.

ENGAGEMENT & DONATION

Engaging people is key to raising funds with individuals. The people most likely to donate are those most involved and engaged with our cause. We understand donations as part of a society engagement process. Many times, prior to donating a donor has already been mobilized for our cause and donated products, participated in events, signed a petition or simply liked our social media. Therefore, it is very important to understand the donation process as part of an engagement journey.
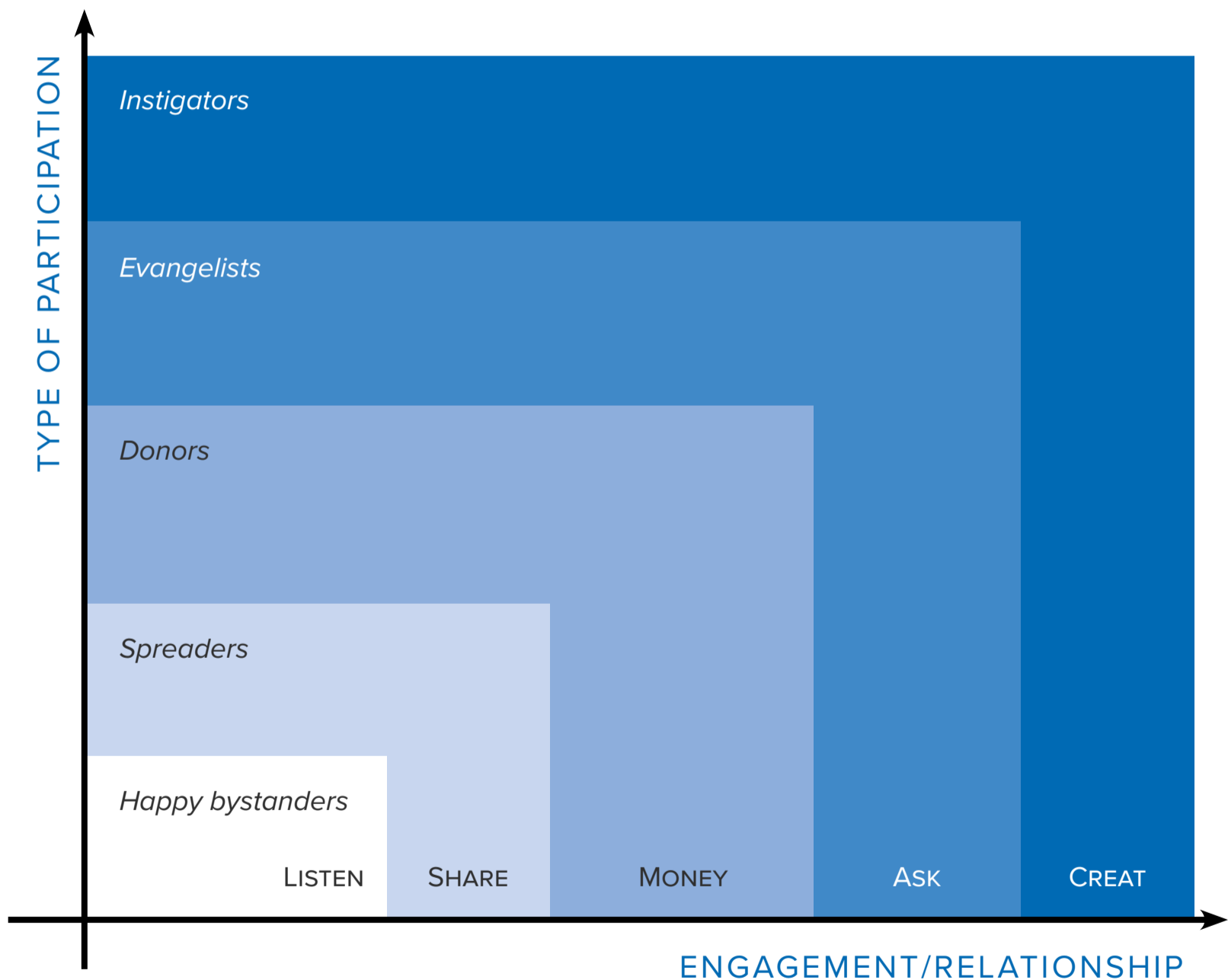
ource: Beth Kanter and Alisson Fine (2010), The Networked Nonprofit: Connecting with Social Media to Drive Change, John Wiley & Sons.

THE ENGAGEMENT JOURNEY

Considering that the donation process is a journey for people to engage in our cause, it is important to understand the steps of this process in order to build this journey as consciously as possible:

Attraction

STRANGERS

SEO

Blog

Social Media

Reports

Websites

Engagement

VISITORS

Calls to Action

Data Collection Forms

Home Page Optimization

Conversion

LEADS

Optimization of emails

Marketing automation

Lead scoring

CRM

Telemarketing Customization

Email + Web + Social Engagement

Loyalty

DONORS

Feedback forms

E-mail + Web + Social Engagement

PROMOTERS
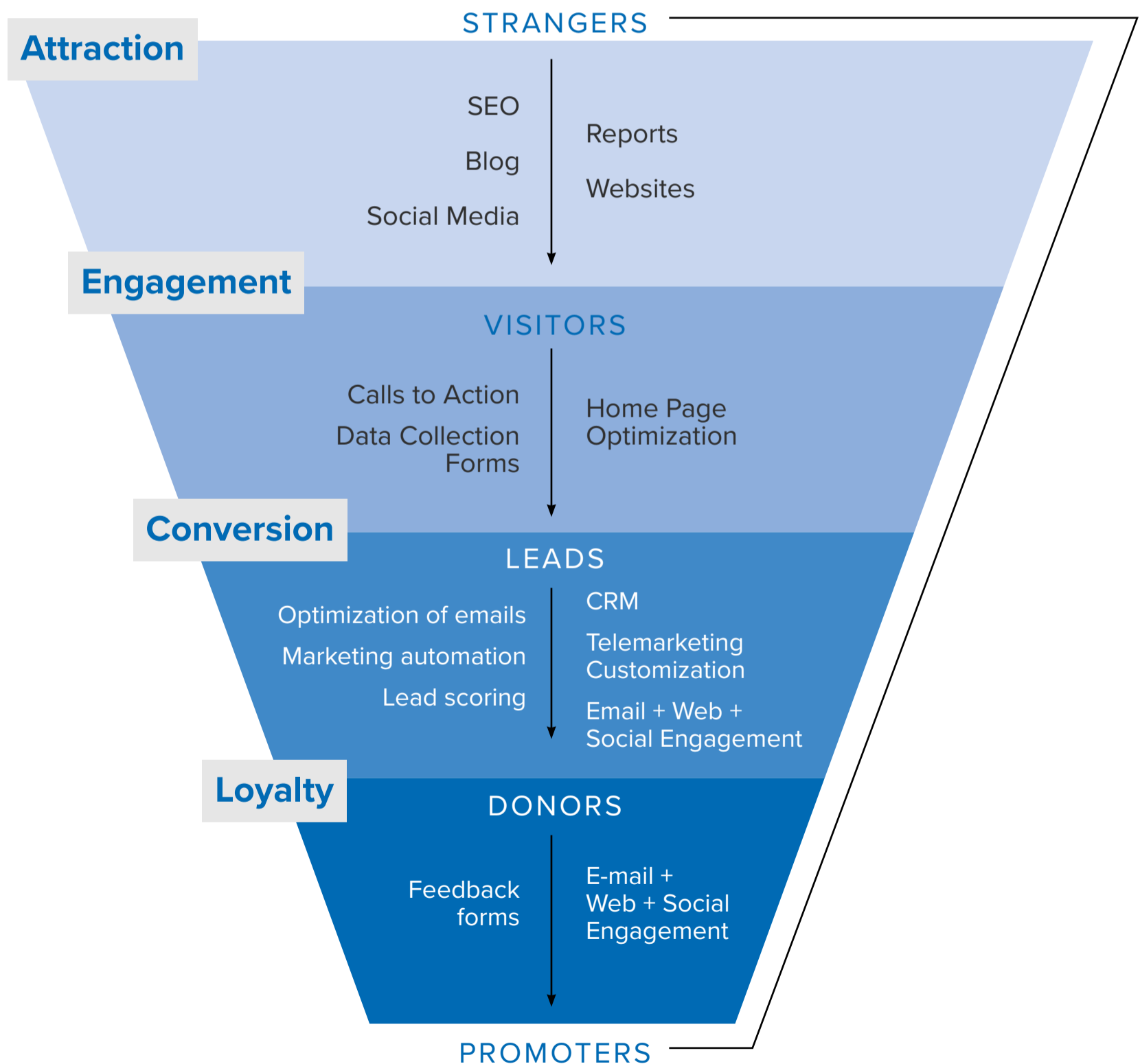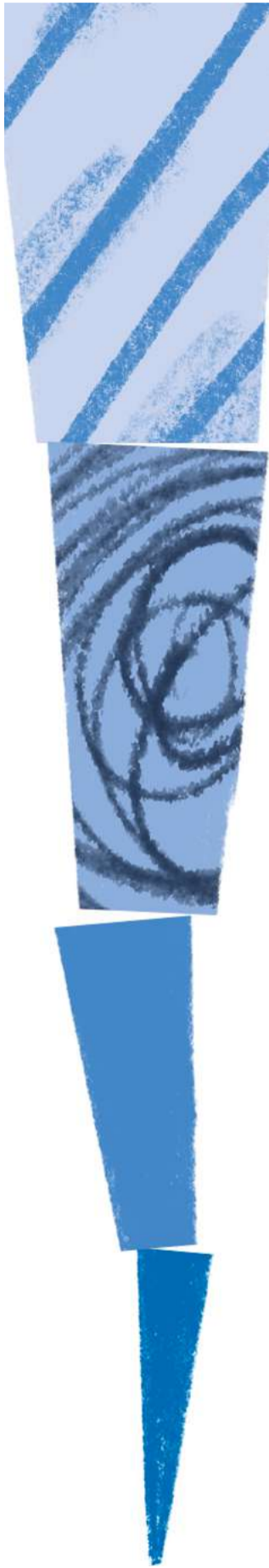
ATTRACTION: The attraction stage involves attracting as many people as possible to see or hear what we have to say. This will involve both public relations and media strategies, engagement of digital influencers, as well as strategies to attract people to visit our website, using online advertising and SEO (Search Engine Optimization) tools, so that your website is more likely to be found by people looking for topics related to the cause of your organization;

ENGAGEMENT: Once you've attracted different audiences to see or hear what your organization has to say, it's critical that you take their engagement a step further. Inviting them to share content, offering interesting content for people to download (and leave their contacts), signing petitions and attending events (online or in person) are some of the things that drive engagement;

CONVERSION: Once you have data about the engaged person, your organization can start sending them more information about campaigns and other content and maybe invite this person to donate to a campaign promoted by your CSO. This conversion process can happen by email, letter, phone call or another channel.

LOYALTY: Once they have donated, it takes some work to keep your relationship warm and thus maintain or increase their engagement and donations. Sharing accountability reports, inviting them to participate in exclusive events, sharing relevant information are some of the things that can be done to nurture the relationship between CSO and donor.

DONATION CHANNELS

A few years ago, creating fundraising campaigns with individuals required large amounts of investment in media purchases, hiring outsourced telemarketing services, direct mail, etc. With digital marketing tools, even small organizations can expand their fundraising potential with modest investments that are more focused on their target audiences. As the results appear and the fundraising grows, the organization can and should increase its investments.

More successful fundraising campaigns tend to take place in a multi-channel format, which can be represented by the image below.

The objective of the campaigns is to take the greatest number of people who donate to a place where they can make their donation, whether it is a donation page or a telephone contact.

Below, we list the main existing direct marketing channels that can be used for your campaign:

→ Print ads – in newspapers or magazines;

→ DRTV – the so-called direct TV responses are TV ads that ask for a donation via website or by calling a toll-free number. One of the most used channels by large organizations, it usually requires large investments and generates significant and qualified volumes of donors;

→ Telemarketing – this can be a receptive channel (a phone number that potential donors can call) or an active channel (a channel that calls people who have signed up for an attraction campaign);

→ Direct mail – a traditional channel that generates long-term results. This usually requires large investments and generates initial donors (who make one-off donations) who can later be converted into regular donors;

→ Social media/Digital ads – widely used today, these channels can focus more on your target audience with smaller investments. In this field, there are countless possibilities: Google Ads (Google has a free program for CSOs called Google Grants), social media ads (Facebook and Instagram), organic engagement, mobilization of digital influencers etc.

→ Direct Dialogue – strategy in which "salespeople" position themselves in certain places and approach people to convince them to make a donation. This can be done in public places (on the streets, in busy places) or in private spaces (inside companies, at events). Usually, they generate a good number of donors, but with low-quality engagement, since many people decide to donate on impulse or simply because they cannot say no to the "salesperson".

DONOR PROFILE & ENGAGING NARRATIVES

Understanding who your potential donors are and building messages that match your engagement narrative to their interests and needs is key to the success of your campaigns.

There are some ways of determining your potential audience:

→ Establish your current donor profile through online surveys. If your organization does not have donors yet, map the profile of the public that follows your social media or attends your events;

→ Look at the profile of those who donate to similar organizations;

→ Based on generic research on the profile of the typical Brazilian donor (Example: Pesquisa Doação Brasil);

After identifying your main stakeholders and their interests, an important step is building engaging narratives that approach them according to their interests and needs. For example, if your potential audience values child support, your campaign should emphasize child support, as can be seen in the donation campaigns by UNHCR in Brazil.

DATA ANALYSIS, TRIAL & ERROR

As we've discussed before, fundraising efforts with individuals involve long-term planning and thinking. A very important part of the process is the perception that a job well done depends on careful analysis to assess and increase the knowledge of the organization about the best audience profile, the best narrative, the best channels etc.

This requires a lot of analysis of results and accepting a certain level of risk (and patience) during tests. As your organization tests and evaluates, the results tend to improve and the fundraising operation with individuals gains traction.

Some key result indicators to be monitored:

→ Fundraising volume

→ Average donation amount

→ Cost per donor and per channel

→ Audience profile and types of narratives that give the best results

→ Default rate

→ Life Time Value – average time that a donor continues to donate

SOME IDEAS FOR BEGINNERS

Here are some ideas for organizations to get started:

SET UP A DONATION BUTTON Make sure your website has a donation button that takes the donor to a safe and reliable donation environment. In Brazil, there are already some donation platforms that embed a series of services for CSOs that want to raise funds with individuals. These platforms are listed at the end of this chapter;

CREATE A LANDING PAGE TO GENERATE CONTACTS Create relevant content for your audience and ask for details about those who download the content. With the person's data in hand (email and phone), you can approach them to build an engagement path toward donation;

RUN A ONE-OFF FUNDRAISING CAMPAIGN People usually engage first with one-off commitments that require them to donate once. A person who makes a donation to a one-off campaign may be more likely to engage in other campaigns or even commit to monthly donations;

ENGAGE YOUR DONORS TO BECOME FUNDRAISERS Ask your donors to invite their friends to donate too, whether by sharing your organization's campaigns or by running small and simple campaigns in their circle of friends;

COLLECT DATA AT ALL TIMES If you hold online and/or in-person events, never forget to collect data (email and telephone) about the participants, so that these people become part of your database of potential donors;

RESEARCH AND INTERACT Listen to your audience, try to understand their interests and be open to reviewing your narratives and campaigns based on the understanding of who your target audience is.

HOMEWORK

After this module, make a list of things that need to be done by your organization so that you can make some progress in your fundraising process with individuals.

TO LEARN MORE

→ **Giving USA** - givingusa.org
→ **Brasil Giving Report** - idis.org.br/brasil-giving-report-2020
→ KANTER, B., FINE, A. (2011). **Mídias Sociais Transformadoras**. Editora Evora.

DONATION PLATFORM SUPPLIERS IN BRAZIL

→ **Doare** doare.org
→ **Trackmob** trackmob.com.br
→ **Doação Solutions** doacaosolutions.com.br
→ **Doar Fácil** doarfacil.com.br

Profile & skills of fundraising professionals

Fundraising is a fundamental activity. However, it is seen by the vast majority of civil society organizations as one of the biggest challenges in their professional management.

In recent years, it has been the topic of many courses, lectures and seminars designed for professionals who work in these organizations.

Most new jobs hiring professionals to work in fundraising are looking for someone with an administrator-like background. Business Administration, Economics, Marketing and Communication are usually the higher education courses of the professionals who work in this area.

Regardless of having higher education or not, there is a conflict that these professionals will certainly have to deal with in their daily lives: dialogues with the market vs. dialogues with the organization.

 he image that is associated with this professional is usually that of a bridge. As a bridge, this professional should facilitate the dialogue between the reality of the organization and the reality of the market.
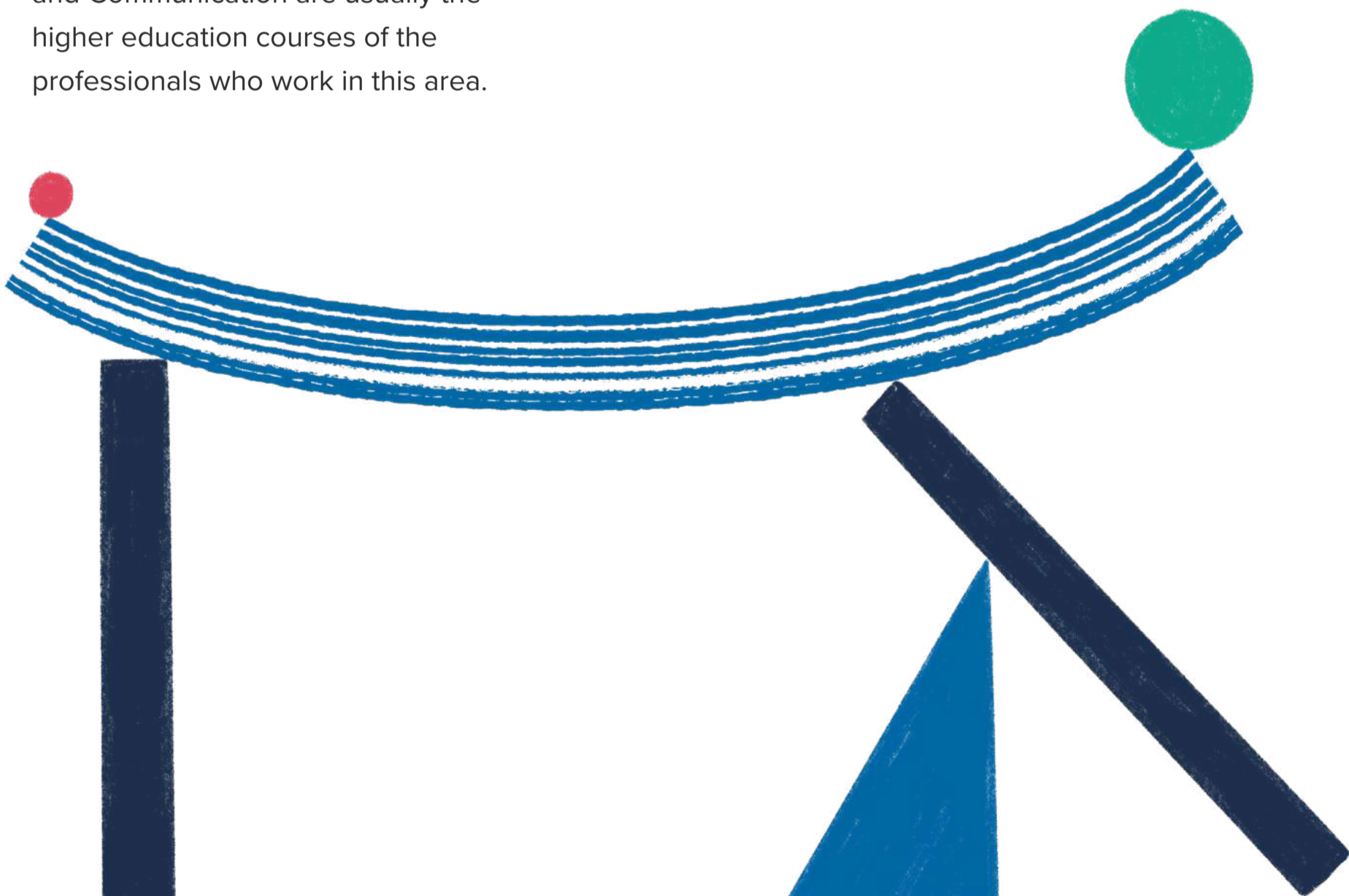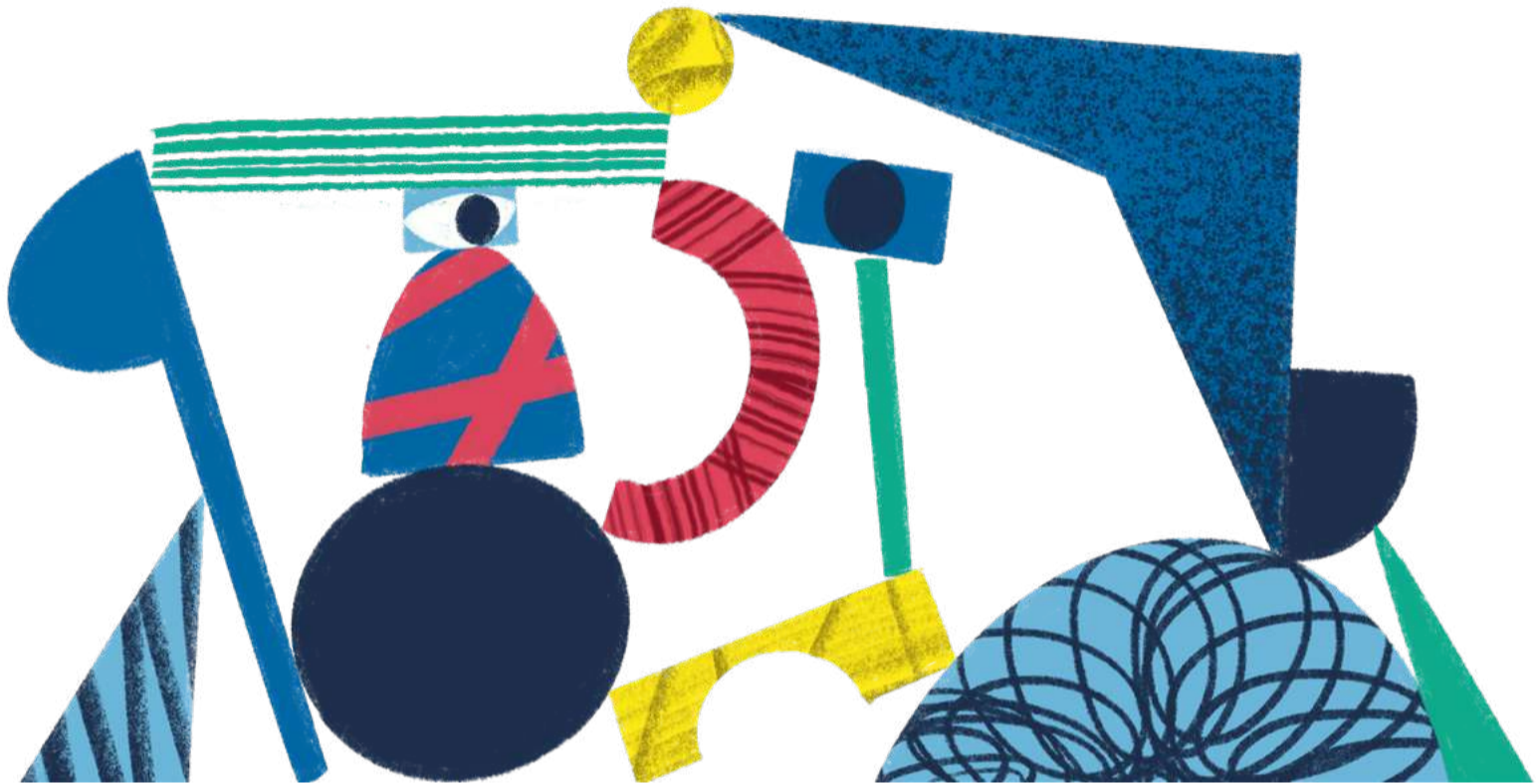
There are many fundraising professionals who start working in this area with an entrepreneurial mindset and have the ability to "speak the language" of the market, but who struggle to talk to technical professionals. These professionals are certainly favoring one of the sides of the bridge.

> *Comments about professionals of this type include "he writes projects that have nothing to do with us", "he doesn't understand our reality", "he is selling our organization to the market".*

There are also cases of professionals hired to raise funds who lean more toward the organization side. They usually have a great deal of influence in the social area and in discussions involving the cause they need to defend, but little experience in negotiations with the funding sources.

> *Organizations' comments about professionals of this type are like "he is not very assertive", "he is very much like ourselves", "to do what he does, we don't need to hire anyone. We could do it ourselves".*

This organization vs. market tension seems to be the essence of the other conflicts that this professional will have to deal with. We can think of this complex tension in different ways:

DIALOGUE WITH THE ORGANIZATION ✕ **DIALOGUE WITH THE MARKET**

Public Dialogue ✕ Private Dialogue

Deals with a social demand ✕ Deals with economic demands

Requires social sensitivity ✕ Requires understanding of market logics

Focus on the organization's needs ✕ Focus on market opportunities

Focus on planning ✕ Focus on fundraising

Focus on reflection ✕ Focus on action

Focus on processes ✕ Focus on results

In these often polarized settings, professionals will face a great challenge to intervene in the development of both sides, respecting their characteristics and limits. Here is the field of action of fundraising professionals, a third dimension between these extremes that is complex and rich, to be built by those who identify with challenges like:

→ Preparing projects that meet the needs of the organization and the cause, but that are attractive to funders:

→ Raising the market's social awareness and sensitivity;

→ Helping the organization's technical professionals to broaden their understanding and awareness of the partners' culture;

→ Reflecting with the entire organization on fundraising strategies;

"BUT HOW CAN WE ENCOURAGE DIALOGUE BETWEEN THE FUNDRAISING ACTIVITY AND THE REST OF THE ORGANIZATION?"

Almost all Civil Society Organizations, regardless of their stage of development, are faced at some point with the need to assign someone, whether professional or volunteer, full-time or part-time, to the fundraising activity.

It is very important, however, that this person is dedicated to this activity for some fixed hours a week so that they are recognized as part of the team.

This is noteworthy because many organizations are contacted by professionals who volunteer to raise funds in exchange for commissions on the amount collected. Because of everything we have said so far, it is not recommended to hire a professional under these conditions.

This position against fundraising professionals who work on commission was, in fact, one of the pillars of the creation of the Brazilian Association of Fundraising in 1998 (like other similar associations in the US and Europe) with the objective of promoting ethical and responsible fundraising practices in Brazil.

Several reasons make us doubt that a professional who works on commission can act as a professional in institutional development, but one of them deserves to be highlighted: **the importance of the professional as someone who is an integral part of the organization, not an outsider, but someone under the same working conditions as other professionals in the organization.**

This is a fundamental principle for the fundraising activity to be seen as an organizational process rather than a one-off project, and the organization should learn from this experience to develop itself in this area.

Many civil society organizations that considered the fundraising activity as an occasional effort were forced to discontinue their activities. There are

several stories of organizations that have been forced to redesign their entire staff and dismiss many professionals at the end of a big project that was not renewed.

There are also stories of people who were disappointed in the performance of professionals who presented themselves as "godsends" and promised a lot for a 10% commission if the fundraising came about. After some time, these organizations are forced to rein back the work because the commissioned fundraiser has many simultaneous projects and doesn't give the same importance to our project as we do.

As part of the team, the fundraising professional will be more respected, and this facilitates their dialogue within the organization. With that, this professional gains legitimacy to engage in dialogues between the organization and the funders.
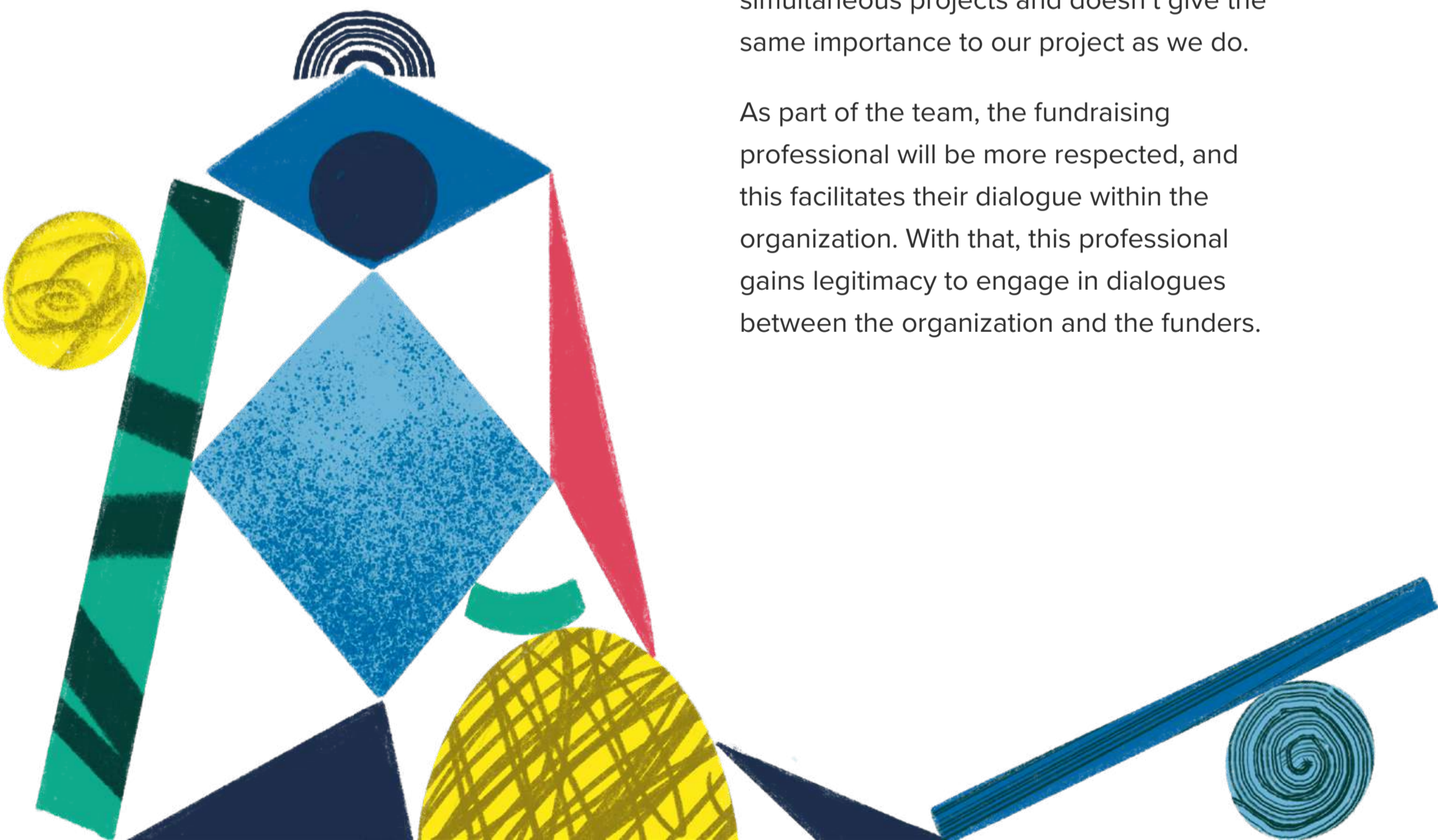
Some initiatives can support internal dialogue:

Knowing the cause and the organization

The better the fundraisers know the cause and the organization, the better they can defend them.

They can take some time to visit the organization's core activities. This time can be invaluable when they are sitting in front of potential donors

and have to explain what your organization does. The details of the work will likely be more vivid in the memory of someone who is familiar with it.

It is said that once a great fundraising professional, when closing a sponsorship quota with a company for her organization, heard the following comment from the new partner "I'm glad you're not a fundraiser. Fundraisers are such a bore! Unlike them, you are knowledgeable about the work you do and sound enthusiastic about it!" The case is iconic of how far removed some "fundraisers" are from their organizations, to the extent that it becomes evident to donors and funders.

Engage the involved parties

Discuss fundraising opportunities with your organization's technical team. Building projects collectively takes some effort, but it pays off in the long run. In addition to being a great exercise for fundraisers to delve into the details of the organization and for both to exercise different perspectives, it is a factor that defines the future commitment of these technical coordinators with the project's implementation.

In some organizations, the technical teams that remain distant from the fundraising area see the entry of new investors as something negative, which will generate more accountability work etc. Thus, the experience of working on projects and strategies in a participatory manner produces results that are much more engaging, interesting and satisfying.

HOMEWORK

Within your organization, discuss the fundraising staff and roles in your CSO, assessing whether you have the necessary internal skills and competencies of a professional fundraising area or whether you should rethink it.

TO LEARN MORE

→ **Associação Brasileira de Captação de Recursos -** captadores.org.br

Annex

Creating materials to present fundraising projects
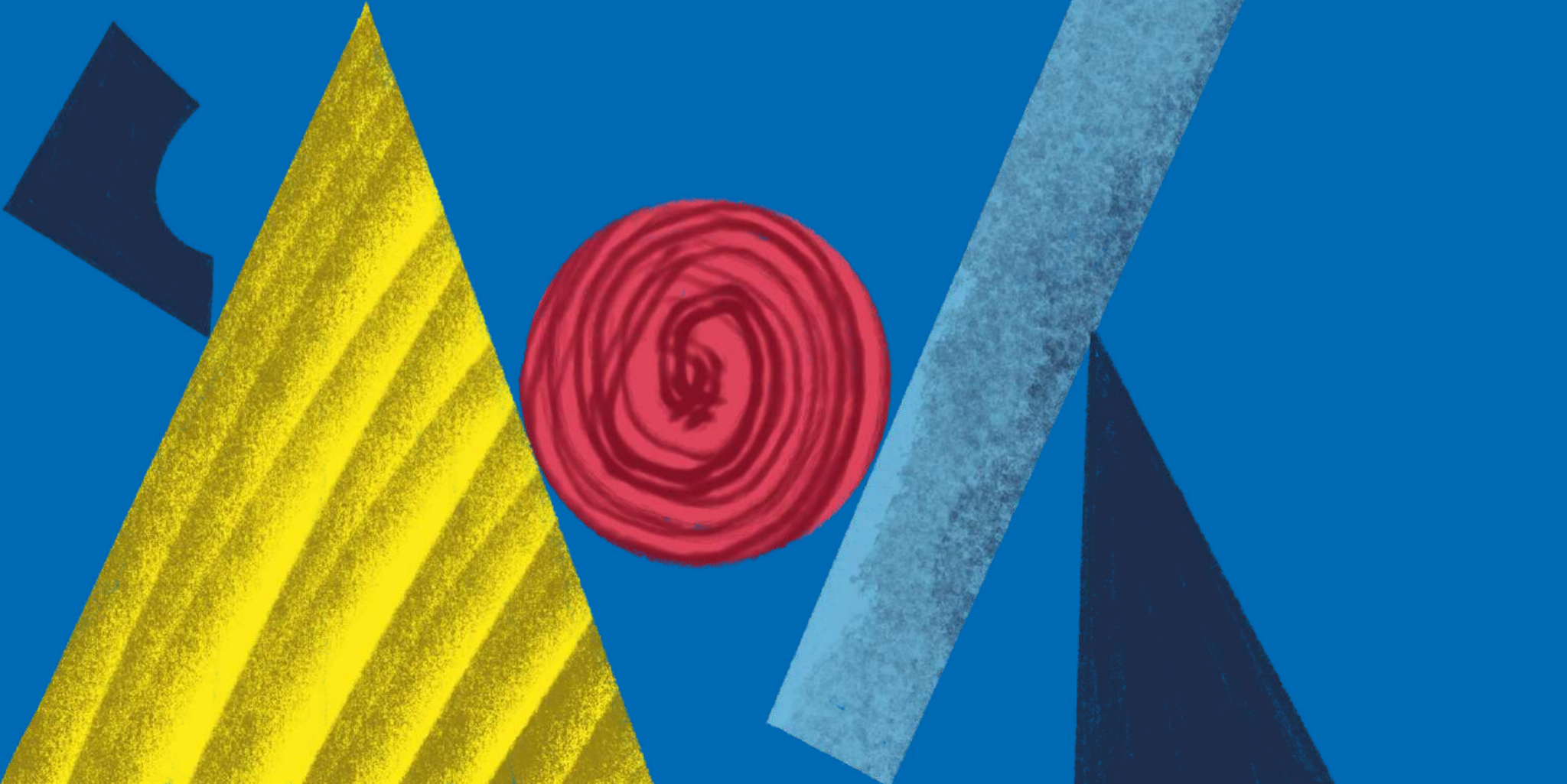
WHAT IS THE OBJECTIVE OF MATERIALS USED TO PRESENT A PROJECT?

Building rational arguments that demonstrate the existing social need to mobilize the readers to invest. Therefore, the material must be able to influence readers so that they...

UNDERSTAND THE PROPOSED SOLUTION...

BECOME INTERESTED IN THE PROJECT...

TAKE ACTION...

CONTENT OF THE MATERIAL

Part 1 - Context

Presentation of the problem we intend to act on (1-2 slides).

→ What is the social need?
→ It has to show the urgency to take action now!
→ It identifies why the issue is relevant to the readers - how does the identified issue threaten the readers' well-being and interests?
→ It demonstrates the urgency and relevance of the topic for the readers;

Part 2 - The organization proposing the project

It presents the organization behind the project and shows that you are able to solve the problem in question (1-2 slides).

→ It identifies that your organization is close to the problem and knows how to solve it;
→ It differentiates your organization from others that are also working on the same issue;
→ It sounds confident about what you do.

Part 3 - Demonstrates that we have a solution to the problems presented

It briefly presents the project itself. (3-5 slides).

→ It sets the objectives and goals of the project;
→ It describes the project in detail;
→ It conveys a message of hope and enthusiasm.

Part 4 - Presents our value proposition to the investor or partner

It makes a consistent connection between the problem, the investor and your organization as the solution provider. (2-3 slides).

→ It presents a financial plan to achieve the proposed goals;
→ It presents the investment alternatives, what return the investment will bring to society (impact) and to the partner (return);
→ The document can also contain information about current partners and how much they have committed to donating