FUNDYOU
INNOVATION INTELLIGENCE &
FUNDRAISING FOR YOUTH

Fundraising Toolkit for Youth Organisations

FUND YOU is designed to help **Youth Organisations** become more aware of how to be sustainable through internal innovation processes and also through raising of funds. It is supporting Youth Organisations by providing resources & e-learning opportunities.

Why Fund You? Youth Organisations report that they lack the skills needed to be able to effectively raise the funds they need. In recent years we have seen a significant reduction in funding to the youth charity sector from national and local governments. This adds up to an acute need for more support for smaller non profit youth organisations including: more and easier to access grant funding from all sources; support to build fundraising and other skills and capacity; a longer-term and more predictable approach to engaging and commissioning services by government and other funding bodies.

This is where **FUND YOU** comes in.

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INTERNATIONALIZATION
AND FUNDRAISING

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ASSOCIAÇÃO PAREDES
PELA INCLUSÃO SOCIAL

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1. Fundraising Basics

Learning Objective

Do you want to launch a successful fundraising campaign and want to know what the steps are to do it?

Concept explained

The fundraising campaign is the process that begins with identifying the "good cause" to be used to attract donors and ends with the making of the donation. In order to make the campaign a dynamic process, you will need to earn the loyalty of your donors in order to submit new causes to them in the future.

The "good cause" is something you do or your project to fund that is ideal for getting donations.

Donors are people and public or private organizations available to give you money to help your "good cause."

Applications are the completed forms to submit to your donors in order to obtain donations.

Instructions

In order to design, plan, develop and implement a fundraising campaign, you need to follow these steps.

1. Identify your good cause

The mission of a youth organization is often difficult to communicate and use as a driving force for a fundraising campaign. In addition, the mission is often very complex, not easy and immediate to understand. Let's not forget that our goal is to convince people and organizations to give us money or other resources: it will be difficult to convince them of vague and unclear content. The right cause should be identified among your core activities, not necessarily the most important one the organization performs. The ideal good cause has a clear and recognizable goal and a very specific and recognizable target.

An example of a good cause is to contribute to the education of children in a poor country. Other examples could be: providing a musical culture to children on the outskirts of a big city, providing technological devices to students at a school in a poor neighborhood, alleviating the suffering of children hospitalized for serious illnesses, helping parents of sick children to help their children, etc. It is obvious that the target chosen must be a social group to which our potential donors are well disposed: all are sensitive to children, fewer people are sensitive to the elderly or to people with disabilities or to women victims of violence. Far fewer are sensitive to issues from LGBTQ communities or immigrants. When it comes to goals, everyone is sensitive to health, many are sensitive to education, fewer people are sensitive to the need for goods and services. The identification of your good cause, on which to base your fundraising campaign, depends on the target and objective that make up the good cause and the type of donor we target.

2. Identify your resources

Knowing precisely how much economic and in-kind resources (volunteers, goods, services, etc.) are available for your fundraising campaign is the starting point for structuring the campaign itself. Having an accurate measure of the available budget allows us to choose a mix of sustainable activities with this budget (communication, call planning, use of communicators, assignments to professionals, etc.). Being aware of the in-kind resources available in addition to the budget allows us to complete our campaign's fundraising template in a complete and efficient manner and avoid unpleasant surprises while the campaign is underway. Identifying available resources is essential for the correct identification of fundraising goals.

3. Identify your fundraising goals

Fundraising goals are expressed as a sum of money or a sum of resources: the goal of a fundraising campaign can be the realization, for example, of donations for € 10,000 or the collection of 500 kg of food or clothing or a certain number of hours of volunteering.

The objectives of a fundraising campaign must be as follows:

- **REALISTIC** (I cannot set myself the goal of raising € 1,000,000 if for this type of cause or for the resources I can invest or for the type of activity I plan to carry out the average level of donations does not reach € 10,000);
- **PROPORTIONAL** to the resources that can be invested (if I have the opportunity to invest €10,000 in communication or €50,000 in the organization of an event with a national or international artist, I will have different results than I can get if I only have volunteer work or a budget of €1,000);
- **PROPORTIONAL** to the time available: the more time I have, the easier it will be to achieve more important goals, even if a campaign cannot last too long, otherwise the support communication becomes unbearable and the message itself fades;
- **CLEAR** to donors: it can be motivating for the donor to know to what extent their individual donation contributes to the achievement of the fundraising goal;
- **CLEARLY LINKED** to the goal of the chosen good cause: for example, if I need €10,000 to study until I graduate from a poor country, I can set myself a fundraising goal of €100,000 to get 10 students to study.

4. Fill out your fundraising template canvas

Once the right cause, resources, fundraising goals and donors have been identified, it is possible **to refine the** fundraising model canvas of our fundraising campaign. The template can be used for both an entire campaign and for a single fundraising activity and allows us to get an immediate idea of the feasibility of the campaign or activity itself as well as everything we need to achieve it.

The **Fundraising Model Canvas** is the tool that allows us to identify the combination of fundraising activities that will allow us to maximize available resources given our donors and our good cause.

The template with explanations for a correct compilation is available at the link below in the "resources" section, to which we refer in its entirety.

Business models represent the total sum of the processes, assets and resources of the aligned components needed for a company to be competitive in the desired sector. As a result, the business model of a non-profit organization will be different from that of a for-profit organization. Similarly, the business model of a law firm will be different from that of a retail store. The difference lies not only in the components themselves, but also in the goals, values and skills needed to take advantage of these business components. A fundraising template template provides a business model for fundraising organizations, or departments, focused on achieving fundraising-related goals.

A generic fundraising model canvas can be developed to guide marketing, promotion, and stakeholder engagement strategies. This is illustrated below.

Similar to many logic or process maps, the fundraising model canvas distinguishes between inputs, assets/strategies, outputs, and goals. Contributions from the fundraising model vary by goals and industry, but these common elements remain shared across fundraising platforms. For example, the fundraising model canvas can be refined to differentiate between national service-oriented fundraisers and those focused on the purchase and donation of supplies on the international stage.

The information needed for each area of the fundraising template canvas is described in the full example below.

It's not enough to just include all of these elements in your organization's fundraising plan. They need to be aligned and ensure that the same values, the same message and the same "call to action" are conveyed everywhere. Failure to integrate any of these elements into an organization's (aligned) fundraising efforts can result in conflicting messages, inadequate branding and branding and image of the organization, and an inadequate "call to action." Focusing on a common language, color palette, logo location, font and focusing on the visibility of the organization's mission, vision and values is just the beginning. Planning your fundraiser with the included canvas should bring your organization significantly closer to all the elements needed to make an event a success easier.

5. Plan your fundraising campaign

The Fundraising Model Canvas is a planning for our fundraising campaign. What is missing is the time dimension, which can be added through a set of simple and extremely effective tools: the **Gantt chart** and the **PERT chart**. The Gantt chart, used primarily in project management activities, is a type of bar chart that illustrates a project schedule. This chart lists the tasks to be performed on the vertical axis and the time intervals on the horizontal axis. The width of the horizontal bars in the graph indicates the duration of each activity. Gantt charts illustrate the start and end dates of terminal elements and summary elements of a project.
A PERT chart, also known as a PERT chart, is a tool used to plan, organize, and map tasks within a project. PERT stands for Program Evaluation and Review Technique. It provides a visual representation of a project's timeline and breaks down individual tasks. These charts are similar to Gantt charts, but structured differently. A PERT chart works by visually representing the tasks in a project and the dependencies connected to each of them. You can use one to create an initial schedule and estimated timeline to share with project stakeholders before the project starts.

6. Select your donors

The next step is a selection job. Donor selection can be done in different ways:

- for the choice of people to invite to an event, from the database developed in step 4, we will formally invite all those for whom the four dimensions mentioned above are more obvious;

- for public campaigns, the selection will be automatically generated by the communication campaign that will support the fundraiser;
- for direct applications, the selection is necessarily made on the basis of the capacity for direct contact with the donor himself, on the basis of the territoriality of the good cause and on the basis of the capacity for effective lobbying on the donor;
- for institutional donors, the selection is made among those who have, at the time when the fundraising campaign is to be launched, open funding measures compatible with our good cause: the decision on which one or which of them to choose is very complex, there is no predefined recipe and it depends on many variables: the resources available, the possible competition (both from a qualitative and quantitative point of view), the presence of more or less warm contacts in the supplier organizations, the ability to lobby, delivery deadlines, the respect of a good cause, the ability to network, etc.
- One might be tempted not to choose which donors to turn to, seduced by the theoretical possibility of intercepting a larger number. Normally this does not happen, on the contrary, in many cases the opposite happens: think of competing companies or organizations and social groups that are not compatible with each other.

More information on donors and stakeholders in the next topic.

. Approach your donors to explore their availability when needed

Once the fundraising template for our campaign has been developed, we will need to contact our potential donors to understand if they are really willing to donate money or resources when our organization is needed.

As far as institutional donors are concerned, the operation is very simple: on their website and on their other media we will find thematic calls for proposals with a deadline or open calls (open until resources are exhausted) or open procedures to execute the formal request.

With other donors present in our database, especially individuals and organizations, however, we cannot ignore direct contact.

To facilitate contact, it may be useful to develop a presentation of our organization and / or our good cause made with Microsoft PowerPoint or similar tools and saved in PDF format so that it can be easily viewed on any computer or smartphone.

The presentation will be sent by e-mail and must be followed by a first telephone contact.

It will be extremely helpful if our potential donor advertises our phone contact through mutual acquaintances or people we know.

In addition to the direct approach, to be preferred as far as possible, we will also have to get our message across to people and organizations with whom we have no contact of any kind. This is the case, for example, with the sale of solidarity gadgets or the organization of events.

In this case, it will be necessary to resort to a communication campaign to support our fundraising campaign. The communication campaign, if the means available allow it, must be entrusted to professionals in the sector: an economy in this sense inevitably results in less success of the collection campaign while a professional communication campaign must be considered as an investment aimed at making a profit. that exceeds the expense.

8. Implementation of activities

Once all activities have been planned and target donors have been identified, the activities planned in the campaign are carried out, which can be:

direct fundraising through street communicators, telephone and social media: challenging activities, for which large and well-trained staff (voluntary or not) are required;

sale of "solidarity" products or services: what is purchased is in any case the product or service which must therefore be of the quality necessary to be competitive on the market – the "solidarity" character is to be considered as a marketing lever that selects automatic donors;

collection of percentages on taxes: in some countries (Italy, etc.) it is possible, in addition to deducting the donated money from taxes, to also allocate part of its taxes to public and / or private organizations that pursue objectives of public interest. Access to these resources requires on the one hand a significant investment in communication, on the other hand the possibility of lobbying tax advisors to address the undecided and those who have not yet identified recipients;

Crowdfunding : The collaborative process of a group of people using their money together to support the efforts of individuals and organizations. It is a bottom-up microfinance practice that mobilizes people and resources. Today, this happens almost exclusively through online platforms that must be registered by submitting a project according to schemes similar to those of funding calls;

events : organization of events (of any type, from dinner to concert, reading, artistic performance, etc.) for a fee or by invitation with the collection that takes place during the event. This is a very expensive activity, so it is possible if you have substantial initial resources, both financial and voluntary. Normally, the economic return is decidedly positive. The pandemic has severely limited this activity and must be taken into account;

lottery: popular form of game based on draw numbers, with cash prizes. Some countries ban lotteries, while others adopt and regulate them at national and supranational level. The prize to the winner (or winners) may be in cash or in various types of goods. Part of the product is used to pay for expenses and what remains is the product

direct requests: direct contact with potential donors and direct request for resources for an activity of public interest: this requires lobbying skills, direct contacts and a certain territoriality;

Participation in calls for proposals and calls for funding: it is the fundraising activity that potentially has the best ratio between the resources used and the revenues obtained. Improviser designers can bring impromptu successes, but if an organization intends to use this fundraising technique systematically, it must contact a professional or acquire a trained internal resource, with a high fixed cost and no guarantee of results. In any case, the following provides the minimum amount of information for direct access to this source of funding. Almost all calls include:

- complete an application;
- the development of a project on a form provided by the funding agency;
- budgeting;
- the submission of a set of attached documents;
- a deadline to submit the application.

Today, many applications can only be presented through online platforms, the use of which is, in some cases, particularly complex. Platforms are numerous and very different from each other, so it is unthinkable, in a tool like this, to describe how they work.

The quality of the work is essential for access to funds also because the competition is numerous and well prepared. A high level of quality is achieved both by continuous updating and by experience.

9. Chairing donor responses

The campaign does not stop at carrying out the planned activities: other steps are needed that can be defined as "post-production". The first of these is the follow-up of donor feedback:

- with regard to direct requests, it will be necessary to follow up on the agreements reached during the interview by formalizing the same and the necessary steps for recovery;
- sales of products and services, events, tickets, etc. it must be very precise because there is a risk of not equalizing the exits, very visible for this type of activity;
- the results of participation in thematic calls and open calls are in some cases published on the channels of the funding body and the publication constitutes a formal notification so that there is a risk of loss of funding if these channels are not monitored, in other cases a communication is received directly, now only by email, but you need to pay attention to anti-spam.

10. Manage donations

Once donations are obtained, they must be managed.

Managing free donations is the simplest because it does not require timely reporting on activities and expenses. In this case, the organization will invest the resources obtained in carrying out its ordinary activities that it will report through communication tools such as its **website**, **newsletter**, **social media** accounts, etc. Particular emphasis will be placed on the good cause chosen as the basis of the fundraising campaign, but an unequivocal match between it and donations is not required. The most visible donations, however, as we have seen, are related to a specific good cause, usually a project. In this case, the declaration of activities and expenses requested by donors is very timely and, in this case too, it is necessary to have access to professional skills of medium-high profile, with the resulting costs.

11. Take care of the relationship with your donors

Donors are our goose with golden eggs and must be pampered. Caring for the relationship with donors includes:

- thank you letters: normally they are sent to direct donors and have a form of respect (scrolls, content of activities, gadgets);
- report on project results (see above);
- Events: events offered to donors as a thank you.
- Acknowledgements should also be a way to establish contacts with the donor for future donations and should therefore always be linked to other activities to be carried out and used to retain the donor.

12. Return to step 1

The process described is, in reality, a circular process for which the last step is the return to step 1.

Best Practices

You can find a successful fundraising campaign here
https://www.causevox.com/blog/fundraising-best-practices/
https://givebutter.com/blog/fundraising-best-practices
https://www.campaignnow.com/blog/10-nonprofit-fundraising-best-practices
https://doublethedonation.com/tips/fundraising-best-practices/

II. Donor Management

Learning Objective

Do you want to identify your potential donor interests, needs and expectations, structure and maintain the overall relationship with them?
Do you want to involve volunteers and build a win-win relationship with them?
Do you want to consider building a community of potential donors from scratch?

Concept explained

An organization, a project of any kind is part of an ecosystem of key relationships that create value for it. It is important that you learn to analyze your organizational business model and also your fundraising project through a holistic approach that takes into consideration the complexity of all the different aspects. For example, the economic model of an organization necessarily involves an ecosystem of actors of different typologies and connected to the organization in different ways. By definition, a stakeholder is a person who has an interest, in

terms of value, in a given cause/project and also in a given organization. > For example: La Gattara is an Italian association whose goal is the recovery and protection of CATS

A stakeholder is a person, group or organization that has an interest in your organization. Stakeholders therefore have needs and expectations and can be internal or external to your organization.

The ecosystem of stakeholders that characterizes a non-profit entity is very complex and, therefore, requires a detailed analysis. Stakeholders can be direct or intermediate. Direct stakeholders are directly connected to your organization. For example, funders and beneficiaries.

Intermediate stakeholders are those who represent others; they may still have an interest in you, but this will be different from a direct stakeholder. For example, parents of children, where children are the direct stakeholders. Stakeholders therefore include customers (beneficiaries), staff/employees, suppliers, communities, media and governments.

Different stakeholders have different differences:

- Interest
- Needs
- Desired
- Perceived barriers to meeting their needs

A special group of stakeholders are your key partners. "Partners mean companies and other organizations, yes – but most importantly, it means humans who believe in your work and are committed to helping you do it. (source: The Tech Non Profit Playbook)

Key partners are critical to the development and success of any innovation process, including economic innovation and fundraising.

The fundraising project ecosystem

The fundraising process involves a multitude of stakeholders, some of whom can certainly be defined as key partners:

- Donors (those who donate to the cause)
- Volunteers (essential to contribute to donor engagement and motivation, by assisting with the fundraising campaign)
- Media including local traditional media at the local level (Key partners for your visibility and credibility)
- Interested communities (not directly but indirectly concerned, i.e. indirect stakeholders)
- Suppliers (i.e., donors of physical supplies)

" Fundraising is a numbers game. You have to knock on enough doors, because you don't know which door is going to open. »

It takes hard work and a lot of effort to find the funding relationships that are successful.

Non-profit fundraising is selling. You need to find a buyer who needs the thing you're trying to sell. Top fundraisers understand that

- Know who your donors are (i.e. individuals, corporate donors, etc.)

- Know what your donors think (their worldview)
- Avoid what your donors fear (their social concerns)
- Give them what they need!

Instructions

## Step 1: Map the landscape of your key stakeholders and partners

As a first step, you need to identify the different external and internal stakeholders, who make up your organization's ecosystem, including volunteers and donors.   This activity can be done through brainstorming and through easy-to-use tools, such as an organizational chart.

1. Organizational chart diagram

A) put your organization at the center and all the stakeholders around your organization.

B) Connect the stakeholder to the organization using Arrows

C) It is best to put them in a logical order if possible. For example: Place suppliers on the left side and customers on the right side. Put the employer of the authorities at the top and ensure that internal stakeholders stay together.
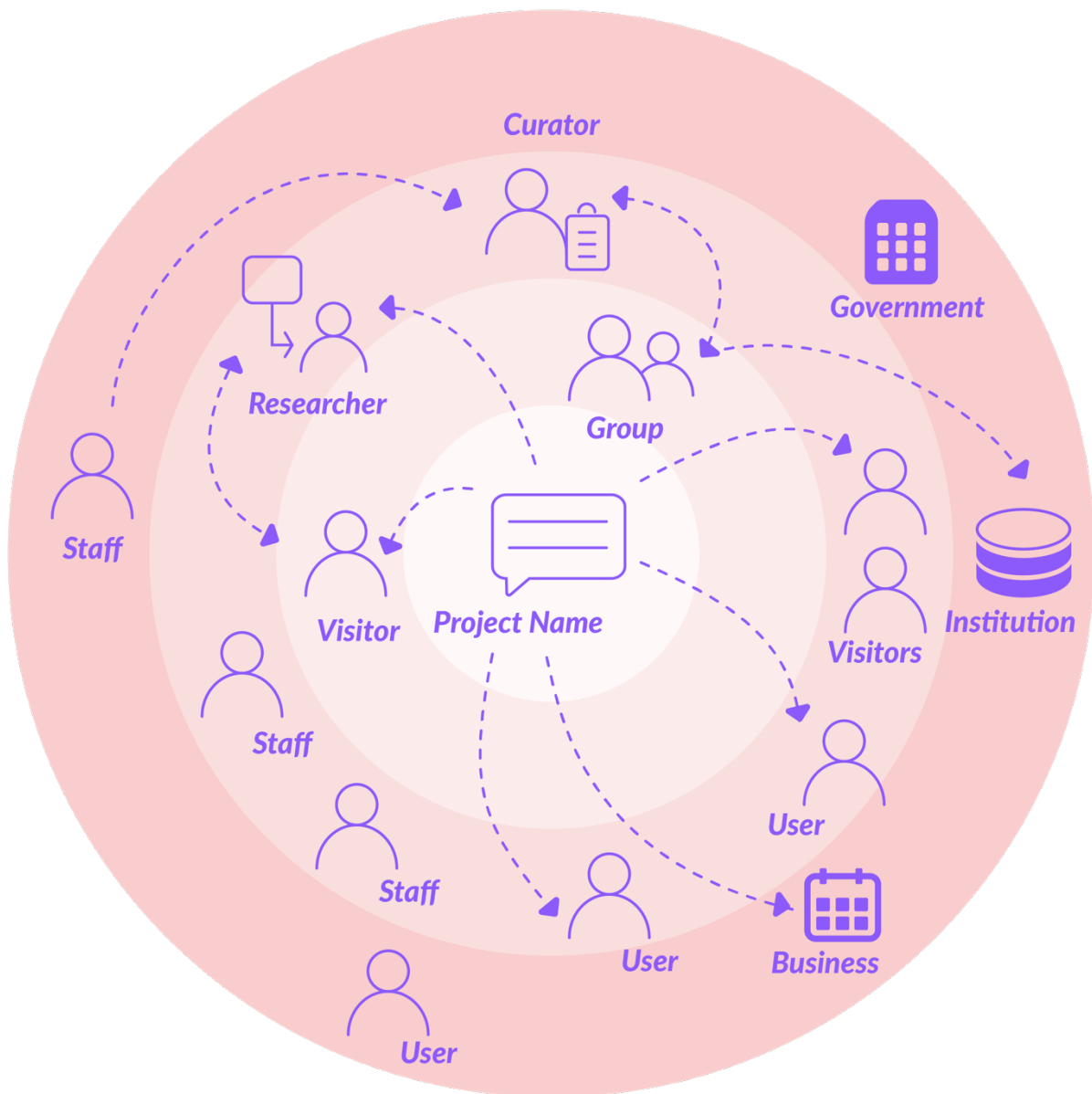
Step 2-Analyze your stakeholders (including donors)

"Stakeholder Analysis (AS) is a technology for studying the internal and external environment of an organization, while the stakeholder map is the visualized presentation for stakeholder analysis"

A lot of information can be added to the stakeholder map regarding the IDENTIKIT of individual stakeholders.

Like what:

- Stakeholders' perspective
- Relevance to the organization
- The role towards the organization
- Attitude towards the organization

You can classify stakeholders according to different criteria and parameters, and you can customize these parameters according to the needs and requirements of your organization and project.

Common classification criteria are based on whether they are active, neutral or passive according to their attitudes and views.

In order to analyze the requirements and expectations of stakeholders, you can either:

- Brainstorm
- ask stakeholders directly for a direct response

Once you have obtained the requirements and expectations, disregard the important points and place them above the arrows.

Mark stakeholders with different colors based on their views. For example, green represents active, yellow represents neutral, red represents passive.

Keep in mind that:

For the purpose of implementing a project, an SA can be used to identify potential project partners and supporters. It also provides information on possible risks to the success of the project. In addition, the SA can lead to mapping all stakeholders who need to be informed about the project and those who can assess the results/impact of this project.

2. 1 IDENTIFY KEY PARTNERS

Key PARTNERS are an essential type of stakeholder. In order to identify your key partners, you can think about the following questions:

What types of organizations share similar goals and can help you achieve this vision? Think about your added value; What types of organizations would benefit from partnering with you in your work? Who already partners with organizations like yours (and in some cases, funds)?

2. 2 IDENTIFY DONORS

You can use the Persona template to make the Identikit of your donor(s).

The Persona model is commonly used to profile consumers. However, it is also extremely useful for the analysis of stakeholders and especially donors, especially if they are individuals.

Step 4 - Engage your stakeholders

Building relationships with stakeholders, engagement, is the main goal. The goal is to keep stakeholders informed so they can identify more reasons and ways to get involved. Social media is now one of the most used ways and one of the most important elements to interact with the audience is to get them to reply to your messages! You can do this by appealing through engaging posts, messages, or tweets about the purpose, mission, or nature of your fundraising campaign.

Other methods of engagement include:

- Invitation to connect/follow social media channels related to the campaign, organization or cause
- Encourage participation in volunteer opportunities
- Organize networking events
- Survey donors to learn more about the intent of the pledge

Step 5 - Follow the relationship

A very important process (and a prerequisite for STEP 6) is to track the relationship you have with individual donors. Here we report a very interesting article on the subject, within a very useful website.

TOP TIPS (source: DonorDock):

Protect relationship information with your donors – By communicating with your donors and following these interactions, you can gain organizational knowledge about each individual donor.

Understanding your donor's preferences – Active communication with your donors and effective follow-up help you better understand who they are, why they care about your organization, how they prefer to be communicated, how they prefer to give and without limit other important information

Avoid embarrassing communication blunders – Effective tracking of donor interactions allows you to appear coordinated and present a united front to your donors. The 360-degree view of engagement allows you to avoid any gaps in communication with your donors.

Ensure regular and effective communication – As the old saying goes, "If you can't measure it, you can't manage it." This also applies to donor engagement.

Step 6 - Stay Engaged

Keeping your donors and key players engaged is a winning strategy. Volunteers have a crucial role in the fundraising campaign and this is well known. Keeping them engaged is the result of good management.
We have selected useful guidelines for you.

Best Practices

 # Meet the needs of donors!
A good place to start is with a donor or funder who themselves has a problem that your organization is uniquely positioned to solve.

For example, let's say your organization has thousands of global digital volunteer opportunities. This is an opportunity you can "sell". In this case, it would be wise to focus your fundraising efforts on companies with a global workforce hungry for employee engagement opportunities. Or let's say your nonprofit works in a public system like juvenile courts, focusing your fundraising efforts on foundations that have a proven track record of funding technology in justice justice systems is a smart path forward. (Source: The Tech Non Profit Handbook)

 # Build the community of your stakeholders
Create a community of stakeholders through social networks.
https://www.careervillage.org/
https://www.fundraisingkmzero.it/

III. Cost structure of a fundraising campaign

Learning Objective

What is a cost structure?

How important is it to create a cost structure?

A deficit structure brings together the most important costs involved in the entire fundraising operation, from the beginning. This is the last block, precisely because we need to have all the components involved in a campaign already defined, in order to be able to estimate the costs of each. That's because when we think about creating a fundraiser, we have to think.

1 . **What are the sources of income of** the association, whether it derives only from donations, income from applications for program funding or other;

3 . **Think about the activities** we should develop and the associated costs depending on the type of campaign (if we are going to sell merchandising such as t-shirts, caps, pens, pins and others), if we are going to organize auctions, sports activities, raffles, etc.

2 . **What kind of** human resources do we have, do we have costs with them, are they volunteers and in numbers are they sufficient for the campaign we want to run?

4 . **What kind of partners** should we contact, what donations can we use, what amounts can we raise.

Instructions

What to ask you when creating a cost structure?

During a complete analysis of the cost structure, we can ask the following questions about it:

- What are the baseline costs that result from my project?
- What core resources can represent a considerable expense for the company?
- What key activities may require high costs for the business?
- How do key activities generate costs?

It is important to note that 90% of new businesses fail in their first three years of life because they were unable to understand the costs required to develop their projects.

However, once an entrepreneur is able to accurately define their key resources, key activities, and key partnerships, costs become easier to calculate.

And finally, keep in mind that your cost structure needs to be re-evaluated from time to time compared to other blocks. This will be the only way to ensure the long-term sustainability of your project.

Concept explained

Value Proposition

Value proposition is a practice that has its origins in marketing, with the aim of providing the customer with a clear, concise and transparent idea of how a certain company may be relevant to him. It is the marketing element responsible for showcasing a company,

positioning it with its audience as better than the competition. The goal of this value promise is to strengthen your ability to solve customer problems, ensuring more sales.

Best Practices

SpaceX's Business Model – The Business Model Analyst (analistamodelosdenegocios.com.br)
Example of a cost structure

IV. Network development and management

Learning Objective

Now that we have the idea of what we want to do, how can we reach our target audience? How important is good network development and management for the success of a fundraising campaign?

Why should we consider the development and management of the network in a fundraising campaign?

Instructions

What strategies should we use to improve our digital marketing?

There are many ways to apply marketing strategies accordingly, among which blog, institutional website, social media.

When it comes to social media, we can think of the following steps:

- **Step 1** – Set goals and objectives. Social media usually has a marketing funnel and you need to consider the relevant metrics at every step.
- **Step 2** – Find the right networks. Facebook, Linkedin, Instagram, Twitter, etc. are different channels and have their own peculiarities, so the intention of users on each of them too. Research audience profile, keywords and trends before creating a business profile;
- **Step 3** – Create a profile. Be aware of the correct sizes for posts and images on social media.
- **Step 4** – Perform a benchmarking. See what your competitors and related topic blogs are saying. If you have powerful competitors, they certainly post a lot of relevant things that you should take advantage of;
- **Step 5** – Set an editorial plan and schedule. This is necessary to organize funds and analyze the progress of the strategy;
- **Step 6** – Learn results. Just like blogs and websites, social media also has analytics tools. Use them to calculate your metrics and indicators.

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And finally, keep in mind that your cost structure needs to be re-evaluated from time to time compared to other blocks. This will be the only way to ensure the long-term sustainability of your project.

Concept explained

Digital Marketing

Digital marketing is the promotion of products or brands through digital media. Digital marketing is one of the main ways companies can communicate with the public in a direct,

personalized and timely way. Here you will find useful information about digital marketing: https://rockcontent.com/br/blog/marketing-digital/

Best Practices

Learn more about digital marketing (with business examples): https://www.singlegrain.com/digital-marketing/best-online-marketing-companies/

Examples of successful campaigns (Portuguese pages):

https://www.medicosdomundo.pt/ajudar-a-medicos-do-mundo-atraves-do-facebook
https://ionline.sapo.pt/artigo/637891/moda-dos-donativos-no-facebook-esta-a-fazer-a-diferenca-na-vida-das-associacoes-portuguesas?seccao=Portugal_i
https://www.facebook.com/acreditar

V . Smart fundraising techniques

Learning Objective

Why is fundraising important? Do you want to learn successful fundraising techniques? How do I choose the right fundraising technique?

Instructions

Fundraising techniques

Each type of campaign offers a unique way to tell your story and includes a specific call to action, you need to choose the one that best supports your overall campaign goal.

Crowdfunding

It is a way to raise funds to finance projects and businesses. It allows fundraisers to collect money from a large number of people through online platforms.

Crowdfunding platforms are websites that allow interaction between fundraisers and the crowd. Pledges of financial donations can be made and collected via the crowdfunding platform.
 Fundraisers are usually charged by crowdfunding platforms if the fundraising campaign was successful. In return, crowdfunding platforms are supposed to provide a secure and easy-to-use service.
Many platforms use an **all-or-nothing funding model**. This means that if you reach your target, you get the money and if you don't, everyone gets their money back – no hard feelings and no financial loss.
Main types of crowdfunding

- **Peer-to-peer lending:** The crowd lends money to a business knowing that the money will be repaid with interest. This is very similar to borrowing from a traditional bank, except that you borrow from many investors.

- **Equity crowdfunding** : Sale of an interest in a company to a number of investors in exchange for an investment. The idea is similar to how common shares are bought or sold on the stock exchange, or to venture capital.

- **Reward-based crowdfunding** : Individuals donate to a project or company with the hope of receiving in return a non-financial reward, such as goods or services, at a later stage in exchange for their contribution.

- **Donation-based crowdfunding** : Individuals donate small amounts to achieve the broader funding goal of a specific charity project while receiving no financial or material returns.

- **Profit Sharing/Revenue Sharing:** Companies can share future profits or revenue with the crowd in exchange for immediate funding.

- **Debt crowdfunding:** Individuals invest in a debt instrument issued by the company, such as a bond.

- **Hybrid models:** Offer businesses the ability to combine elements of more than one type of crowdfunding.

The famous international crowdfunding platforms (not all of them are suitable for youth-led projects, but give an idea of how a crowdfunding project works.

- **Kickstarter** (large-scale projects and product launches)
- **Indiegogo** (large-scale projects and product launches)
- **GoFundMe** (also for small-scale projects)

An example of crowdfunding by the Pebble company, they launched a campaign to raise funds for The E-Paper Watch. In 37 days, they raised $10,266,845. Funders jumped at the chance to be one of the first to own a Pebble watch, one of the first affordable smartwatches on the market. Over the months, donors became angry when production of the watch was halted and they were left empty-handed. This raised questions about their ability to process large orders over a short period of time with limited capital, and led to the announcement that "Kickstarter is not a store." Pebble delivered its first series of smartwatches 10 months after the end of its crowdfunding campaign.

Subsidy

You can apply for funding from a private, corporate or government funder. To obtain a grant, you must submit a well-written proposal to one of these entities in order to be considered eligible. The search for grants is very competitive. This is especially difficult when you are asking for support for a new program or organization for the first time. Governments are a great bucket of non-profit fundraising. This includes funding opportunities from national governments or the European Commission, for example.   *

Part of what makes writing grant applications so difficult is that usually every funder wants something different in the proposal. The essence of what a funder wants to see in a grant proposal is the same: what your organization needs the funding for, what difference it will make, and where the funder fits in. However, the narrative configurations, space limitations, and formats in which funders want this information can vary widely. That's why you need to be especially careful when developing each grant proposal.

Writing Dos & Don'ts Nonprofit Grants

The search for grants is very competitive. There is a strong possibility of being turned away the first time you approach a funder. Learn about misconceptions about grants. Knowing the following tips will help your organization stand out from the competition, even if you've never tried nonprofit grant writing before.

Don't: Submit a "cold" grant application.

Before submitting a grant application, cultivate a relationship with the potential funder. Look for a pre-existing connection between someone from the foundation and a member of your board of directors, staff or donor circle.

If you don't have a connection, create one! First, call the funder to introduce yourself and your organization. Awareness can greatly help the funder to receive your proposal. Starting from your commitment on the right foot can bring you much closer to getting a grant!

Do: Get the green light to apply.
Before you spend the time writing your proposal, research the foundation's current funding priorities and restrictions. For example, they may have a specific list of the types of funding applications that may be refused. Donors' areas of interest are constantly changing, so make sure you're up to date on what they aim to fund. They may not quite fit your organization. Understanding this from the beginning means you won't waste time writing a tailor-made proposal just to get it rejected.

To really improve your chances of funding, call or email the funder to introduce your organization and discuss the project or initiative. Prepare in advance what you plan to say to get the most out of that crucial initial phone call. This ensures that your proposal fits both ends well before devoting time to developing a proposal. Plus, it can help you determine exactly what angle to take with your application writing. Don't guess the best adjustment or proposal strategy – get the green light to apply!

Don'ts: Neglect basic application instructions.
One of the biggest mistakes you can make is not meeting a funder's specified proposal requirements. Well in advance of the deadline, review the foundation's current application format, submission process, required attachments, and other instructions. This way, you will not neglect the important requirements.

Never cut corners! This will appear in your writing, telling the reader that you haven't put enough thought and attention into it. Ultimately, moving away from directions could land your proposal directly into the pile of rejections without further reflection.

To do: Match the Foundation's funding period.
Even valid proposals will likely be disqualified if they are not submitted during a foundation's funding period. Just as foundations have guidelines for formatting your grant proposal, they also have rules for when you can submit your applications.
Before submitting or even writing your grant proposal, confirm the donor's schedule specifications. This way, your efforts will not be in vain.

Don't do: Skip a compelling financial narrative.
A well-designed proposal budget is one that follows the format required by the foundation, matches the narrative of the application, and establishes that your funding plan is solid and achievable. To do this, provide an accurate financial perspective, responding to a clear need and reflecting a sound and sustainable financing strategy.
Go even further by demonstrating which expense(s) will be supported by the foundation's grant. Remember that the best grant proposals are those that arouse emotion and instill the need to act through a compelling narrative.

To do: Prove that the last grant was a well-made investment.
Part of a smart grant-seeking strategy is to demonstrate that an organization deserves the financial support of a foundation. To do this, provide an impressive and timely report for any previous grants awarded by the funder. Conversely, one of the fastest ways to be refused is to submit an application without first meeting the reporting requirements.

Foundations see grants as investments and funders as partners. For this reason, you need to show them that their contributions to your nonprofit are smart and well-made investments. Remember to be upfront about any gaps and explain how you've improved them. By providing clear and honest reporting, you present your organization as a smart bet for continued funding.

Don'ts: Let expectations exceed capacity or probability.
One of the most crucial elements of a grant-seeking strategy is knowing the funding environment and sticking to projections accordingly. Set realistic but ambitious goals. Start by researching the likelihood of a foundation's support. This will help you keep your expectations under control.
Be aware that if your organization has received funding from a foundation and has already successfully reported, the likelihood of continued support is higher. On the other hand, if this is your organization's first application and the grant opportunity seems very competitive, your chances of winning a grant are lower.

In other words, the more competitive the opportunity, the harder it is to get funding. Develop a grant plan that balances many low-risk, higher-probability perspectives with higher-risk, low-probability targets.

Event

A fundraising event is an event designed to raise awareness and support an organization's mission. All events can be turned into fundraising events or a fundraising opportunity. This can include concerts, silent auctions, half marathons, neighborhood kitchens, and more.

You can use fundraising events to raise funds to fuel your missions. Events give donors and other community members the opportunity to get actively involved, rather than just making a donation. Getting facetime with donors also gives organizations the opportunity to reiterate their mission and discuss ways people can get more involved in their work.

Types of fundraising events

- Galas: A gala is a social gathering, usually consisting of food, drinks, and entertainment, that is used as an opportunity to raise funds for a nonprofit. Gala guests often purchase a ticket or table to attend the event, allowing the nonprofit to raise funds. Galas may also include other activities, such as a silent auction.

- Donor Appreciation Event: Donor Appreciation Events are completely free for present donors. Don't sell tickets or ask for donations. Instead, they use the event to express gratitude to donors, reiterate their mission, and offer suggestions on how donors can continue to engage with the organization. When you take a fundraising approach and aren't asking for money, you can focus solely on connecting with your supporters and building relationships. Essentially, events where you don't ask for funds ensure that the event is entirely focused on your supporters themselves, not their wallets.

- Live or online auctions: An auction is a sale in which the goods are sold to the highest bidder.

- Silent auction: Silent auctions follow the same concept as an auction, but instead of an auctioneer announcing and describing each item, items are arranged for participants to question and bid "silently" by writing their bid on an auction sheet in front of the item. Mystery boxes, handbags, and perforated walls are some great fundraising ideas to help you sell some of the cheapest auction items you've received for your fundraiser.

- Virtual Fundraising Event: A virtual fundraising event is an event that is online or has an online component for the purpose of soliciting funds or other donations. At a time when in-person gatherings are not possible, virtual fundraising events are a viable alternative to in-person events. Even when in-person gatherings are possible, you can continue to use them to provide another form of engagement.

- Hybrid Fundraising Event: Hybrid fundraising events are set up to include both an in-person and virtual element. They combine offline and online experiences simultaneously or asynchronously. Simple live streaming of your event in person is technically eligible, but a stellar hybrid experience is a multi-channel, interactive experience. These events allow the host organization to attract and engage the audience both in a physical location and online. Entering a post-pandemic life, we can expect to see more hybrid events in the nonprofit and for-profit sectors. These events allow organizations to make the most of the tools at their disposal.

Corporate Partnerships

Establishing corporate partnerships can be a major source of fundraising. With so many organizations focusing on social responsibility, you may find that companies are willing to sponsor or subscribe to your organization's programs or events, especially if your group's efforts align with the company's mission or values. Corporate partnerships also often include matching donation arrangements, with the company matching all dollars donated by its employees with an equivalent donation.

- **Individual donations** vary in monetary amounts. You should always have a way for individuals to give, regardless of the amount, and a system in place to provide them with a formal donation acknowledgement letter (email). This will include a statement declaring your nonprofit's tax-exempt status, the name of the donor, the amount of the donation, the date of the donation, and a description of the purpose of the donation. When a donation is larger – or more than $5,000 – it is called major gifts.

- **In-kind** donations are donations of a particular product or service, rather than funding. Think: access to software or space for an event.

- Earned income is funds where the person providing money will receive a good or service of equal or greater value in exchange. This includes (but is not limited to) ticket

sales, payment for services/works, advertising, class/camp/workshop fees, art sales, and merchandise fees.

8. Taxes on donations

In most EU countries, there is the possibility for companies and individuals to donate one % of annual taxes to a non-profit organisation. The procedure for donation and receipt is governed by law.

Steps to the success of the corporate partnership

- SWOTA

This helps you identify your organization's strengths, weaknesses, opportunities, and threats in relation to your ability to succeed with enterprise partnerships. The "A" is the resulting list of practical actions (too many SWOT exercises languish on the pile of paperwork, right?). This is where it helps to have a clear intention, so you can compare SWOTA to what "success" looks like.

- Inventory and valuation of assets

It makes no sense to invite a company to "partner" if you don't know what you have to offer. Partnership is a mutual exchange – not philanthropy. It's also risky not knowing the market value of your assets. The second step presents a world-first DIY asset valuation model, called the Ph formula, created by a media expert. At the end of this step, you will have an inventory of all your assets that can be offered to a company, which will allow you to package a partner and sponsor proposal easily and quickly with a robust investment.

- List of prospects

Instead of asking the board for contacts (which could allow you to get a donation, but not a partnership), our process identifies companies and brands that match your brand values, target market, and geographic reach. An initial "suspect list" of more than 200 people is refined into a "prospect list" of 60, then refined into a "hot list" of 20. This manageable list can then be thoroughly researched prior to the approach.

- Presentation of credentials

The first meeting with a company is a professional presentation – not a coffee. It's business – and time is money in their world. We've put together a 15-minute accreditation presentation that's compelling and gets you to a yes (or no) quickly.

- Partnership Model

The way you want to engage with companies and brands is wrapped in an outward-looking business partnership model. This contains minimum fees for companies to align with your brand and internal "rules of engagement" that the entire organization must follow (including, if federated, state partners to seize national opportunities).

- The approach

This is often where profits begin, another reason for failure. The approach is much more successful when you have your ducks in a row from the first to the fifth stage. We've perfected

a technique to get a company to notice you – and agree to meet you – including a transparent communication model.

- Securing Partners

Because of the work done in stages one to six, it is much faster to get businesses across the line. Providing a Q&A session to the company allows you to find out what they want, which makes trading efficient and enjoyable. Our program provides all the legal models required for partnership and sponsorship, which protects your intellectual PROPERTY and clearly articulates the obligations of each partner. Great corporate partnerships agreed on a handshake are truly a thing of the past.

Sponsorship

A referral is when a company commits money or resources to a nonprofit event or program in exchange for specific promotional benefits. In exchange for its support, the company gets its name and logo on things like:

- Banners
- T-shirts or wearable swags
- Posters
- Brochures
- Other marketing materials and communications

The business goal of sponsorship is to reach a specific target audience and earn a "halo" to support a good cause or activity. By aligning with goal-oriented organizations, sponsors give their businesses a competitive advantage that goes beyond product and price, that's marketing.

Sponsorship is win-win and work-work. Both benefit from the partnership, but success depends on their collaboration to ensure each other's success.

Types of sponsorships

Depending on your needs, there are several types of sponsorships that can help you:

- Financial or cash: This is the most common type of sponsorship where money is exchanged for benefits, perks, or advertising.

- In kind: Similar to financial or cash sponsorship, except that goods or services are donated instead of cash. It can be in the form of:

- A room partner
- An awards sponsor
- A food sponsor

- A digital sponsor (social media filters, apps, media wall, etc.)

- Media Event: Helps provide support for the promotion of your event. Sponsors can be a medium giving free advertising or they can give money to help fund your ad.

- Promotional Partner: Similar to a media event sponsor, except in this case, it is an individual who stimulates your event through their own channels. For example, a social media influencer could be a promotional partner.

An example of sponsorship

If you're looking for an example of sponsorship in action, take a look at the Boston Marathon, which is organized by a nonprofit, the Boston Athletic Association or BAA. The event has a number of long-standing corporate sponsors, including running shoe manufacturer Adidas.

Key Tactics for Obtaining Sponsorship

- Search for potential sponsors. Look at your existing supporters. Evaluate each of them to see if their purpose and interests match your values and audience, or if they could help you find other new sponsors.

- Tell the story of your organization. What makes your organization special? Define your key pitch elements and weave them together to tell a story that will appeal to potential sponsors.

- Provide incentives to sponsors. Soften the deal by communicating what a sponsor will get out of the partnership (and how it will increase their visibility). Include examples of their organization will be presented, such as:

- Marketing and promotional materials
- Brand videos
- Social Media Content
- Swag and event goodies

- Contact established companies. Partner with established companies that have a positive reputation, have established trust, and can raise your organization's profile.

- Use the data to legitimize your pitch. Data is everything. Don't forget to take this important information from your audience and present it on the pitch.

- Find the right contact. Make sure you know who the right contact is. Often, it can be someone from the marketing department.

- Make a connection over time. A good relationship always starts with a solid foundation. Take the time to get to know your potential sponsor and connect common values and concerns.

Concept explained

Financing

Fundraising is the process of researching and collecting voluntary financial contributions by engaging individuals, corporations, charitable foundations or government agencies. While fundraising generally refers to efforts to raise money for nonprofits, it is sometimes used to refer to identifying and soliciting investors or other sources of capital for for-profit businesses.

Donor in general

The donor in general is a person, organization or government that makes a voluntary donation. The term is usually used to represent a form of pure altruism, but is sometimes used when the payment for a service is recognized by all parties as representing less than the value of the gift and the motivation is altruistic.

Subsidy

A grant is a fund donated by an entity – often a public body, charitable foundation or specialized granting institution – to a person or other entity (usually a non-profit organization, sometimes a local government company or agency) for specific purposes related to the public interest. Unlike loans, grants do not have to be repaid.

Sponsorship something

Sponsoring something (or someone) is the act of supporting an event, activity, person or organization financially or through the provision of products or services. The person or group providing the support, similar to a benefactor, is known as a sponsor.

Best Practices

Recommended fundraising books

- Conscious Fundraiser - Sagi Melamed
- Essentials for Fundraising and Development A collection of best practices, ideas and strategies – Michael R. VanHuis
- Bitcoin and the Future of Fundraising A Beginner's Guide to Cryptocurrency Donations – Anne Connelly, Jason Shim CFRE
- How to Raise a Venture Capital Fund The Essential Guide to Fundraising and Understanding Sponsors – Winter Mead

11 non-profit videos that inform and inspire

https://www.classy.org/blog/11-nonprofit-videos-that-inform-and-inspire/
Tips and best practices

https://www.salsalabs.com/blog/best-fundraising-strategies-nonprofits

I . Creativity and innovation in Youth NGOs

Learning Objective

How can you unleash your team's creative capacity to innovate your programs and campaigns? How can I choose the right brainstorming method and facilitate it within my team? How can I generate innovative solutions?

Concept explained

Creativity

Creativity is the act of turning new and imaginative ideas into reality. Creativity is characterized by the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions.
Creativity involves two processes : **thinking and producing**.
Creativity is a combinatorial force: it is our ability to tap into our "inner" reservoir of resources, knowledge, insight, information, inspiration and all the fragments that populate our minds – which we have accumulated over the years simply by being present, alive and awakened to the world and combining them in extraordinarily new ways. Creativity starts with a knowledge base, learning a discipline and mastering a way of thinking.

You can learn to be creative by experimenting, exploring, challenging assumptions, using your imagination, and synthesizing information.

Brainstorming

Brainstorming is a method used to generate ideas to solve clearly defined design problems. Under controlled conditions and a free-thinking environment, teams approach a problem in ways such as "How could we" questions. They produce a wide range of ideas and link together to find potential solutions.

Intelligence collective

Collective intelligence can be understood as the increased ability that is created when people work together, often using technology, to mobilize a wider range of information, ideas, and ideas. Collective intelligence (CI) emerges when these contributions are combined to become more than the sum of their parts for purposes ranging from learning and innovation to decision-making.

Instructions

1. Tips and tricks for creative teams

1. **Innovation is** first and foremost about your talent, the creative ability of team members and trust between them, and less about the process or system.
2. **Space and time**. Give your team members the time and context to activate their imagination and creativity. For example, Apple has a work policy that encourages employees to use up to one-fifth of their time for creativity sessions, while Google officially encourages their employees to develop a habit and invest 20% of their time to prototype new products and services.
3. **Diversity of the team**. Encourage your colleagues to collaborate and brainstorm with colleagues from different departments, with different skills. Let them know that everyone's continued contribution is expected and valuable. Bring people from different areas of

expertise, add the challenge to the table, select a brainstorming method and let the magic happen.

4. **Psychological safety**. The best ideas will emerge when team members feel comfortable and safe to share their thoughts, when they feel listened to. A good start to do this is to replace "Yes, and.." instead of "Yes, but..." ». The first expression allows people to develop an idea together, while the second rejects it and shows its weak points.

5. **Change your mindset with parallel thinking**. Allow your team to see things from a different perspective with Edward de Bono's 6-hat thinking approach, which will turn the rational into the creative, the defensive into the proactive.

6. **Create a common space for creative thinking in the company**. Only 10% of big ideas emerge in the office space, so a whiteboard, colorful markers, and sticky notes placed in an accessible area could be a simple way to invite them to offer their dilemmas and ideas during the day.

7. A **creativity marathon** can be offered to your team periodically. Offer them clear briefs and 2-3 weeks to prepare and propose new concepts, proposals and presentations through a pitch.

8. **Where is my moment of reflection?** Put down your to-do list, get away from your desk, turn off your podcasts on your way. Have a moment every day when you try not to achieve anything. Giving your brain a moment to relax could lead to your best idea yet.

9. **Have fun and be playful.** Creative processes should not involve a group of people sitting around a table and generating ideas. You can spice things up with energizers, icebreakers, short, intense creativity activities, or you can even create your own ritual as a fun dance. This will help team members feel psychological safety and playfulness.

2. Creativity boosters

Each brainstorming process should be prepared in advance. To warm up your team members' creative energy, you can offer them one of the following creativity boosters:

Three things
Divide the team into pairs, with each person facing the other. In each pair, one person asks the other, "Name three things that... followed by the first thing that comes to mind. The other offers three answers as quickly as possible. Change roles and repeat at least ten times in a five-minute period. For example, if I say, "Name three things that are yellow," you have to tell me the first yellow things that come to mind, without thinking too much and without worrying about the right or wrong answers. Respond as quickly as possible!

Object stuffing
Bring a random object into the brainstorming and give the team five minutes to find other uses, perhaps if it was larger or smaller. I use a lot in my workouts 20 ways to use a spoon activity and it's funny and a great idea generating tool. Ok, I admit it, almost every time. I love it.

History of the round table
Team members stand in a circle. You will inform them that you will build a story together and that everyone's contribution and creativity are expected. You can say the first sentence of a story, and then ask each team member to pursue it one sentence at a time. A good start could

be "This morning I saw a unicorn driving a convertible car." It should last a maximum of ten minutes, but people will connect to both the story, the group and they will enter a playful and imaginative state of mind.

3. Brainstorming methods

Whether you're trying to find a catchy title for your fundraising campaign, come up with a new product or service to support your beneficiaries, or plan a communication campaign, an effective brainstorming session will help you achieve your goals and find the answers at a faster pace. Whichever chosen brainstorming method you choose to apply within your team, there are 4 essential principles for good ideation sessions that you should consider.

1. Quality by quantity
The quality and effectiveness of ideas depend in part on their quantity. The more you generate, the more likely you are to find good ones.

2. Refrain from judging ideas
Criticism should not hinder the creative process and the generation of bold ideas. Focus on their production and development and leave the evaluation to later.

3. Be bold
New ideas and perspectives lead to innovative solutions, so embrace them without letting criticism break the flow.

4. Combine and develop ideas
Brainstorming should be a 100% collaborative process. Any team member can combine, adapt and transform ideas, and divide them into many others.

4. Practical activities

To help you in the process, we recommend an effective method that we have used in ideation processes all over the world: Lotus Blossom

The lotus flower diagram is an analytical tool that can be used to think and organize ideas thematically.
The lotus flower diagram can help you:

- Organize ideas and broaden thinking by offering alternative possibilities
- Explore a topic, problem, or idea
- Provide a visual representation and mental model

1. Write the problem, problem, or central idea in the center of the diagram. (See the form and examples on the following pages.)
2. Write down the important themes or components of your topic in the boxes labeled A through H surrounding the central theme. The optimal number of themes for a manageable diagram is between six and eight. If you have more than eight, create additional diagrams.

Ask questions such as: What are my specific goals? What are the constants of my problem? If my topic were a book, what would be the chapter titles? What are the dimensions of my problem?

3. Use the ideas written in the boxes as central themes for the petals or surrounding lotus flower boxes. Thus, the element written in box A would become the central theme of box A of the lower middle and become the basis for generating eight other ideas or applications.

4. Continue the process until the lotus flower diagram is completed.

5. You should now be able to use this information to develop an action plan to answer the central question. Not every idea or application will need to be used, so you should spend time in a group thinking about what is feasible and practical given your schedule, resources, and the urgency of the problem.
This method is ideal for planning communication campaigns, new project ideas or fundraising campaigns.

5. The creative process

According to Graham Wallas (The Art of Thought), there are four phases of the creative process:

1. **Preparation** – you consciously direct attention to a certain topic
2. **Incubation** – your conscious work stops but the unconscious creative process continues
3. **Enlightenment** – the moment when new ideas suddenly come to mind; the work done during preparation turns into concrete ideas
4. **Verification** – your conscious thinking is back and you decide if the idea is valuable
As a leader of your team, your role is to support both the social and cognitive processes associated with innovation.

Social processes involve coordination and collaboration, trust, psychological safety, support, communication, shared mental models, system performance and monitoring.

Cognitive processes involve problem identification, idea generation, idea building, idea evaluation and selection, implementation planning.

6. Design Thinking

Design thinking is:
·   A framework to innovate and think differently.
·   Ideology: When you solve problems pragmatically, multidisciplinaryly and with a focus on the user, you achieve innovation
·   A process: solving complex problems and innovating by relying on certain tools inspired by the practice of designers
· A practice **:** the activity of designing a solution/product/service by studying and learning from the experiences and practices of end users and stakeholders, articulating problems and solving them

Design thinking process

1. Empathize – Understand the challenge and reality of users/recipients/donors from their perspective.
Available tools:

- Background review
- Stakeholder Mapping
- Landscape mapping
- Work to be done – Value Proposition Canvas,
- Interviews with experts
- Observation
- Shade

2. Define – look for meaning, connections, patterns, opportunities, reframe the problem.
Available tools:

- No one
- Empathy Map
- Point of view
- User Journey

3. Ideate – we generate ideas and develop new concepts
Available tools:

- Idéation
- Development of the concept

4. Prototype – We bring ideas to life. We create a physical artifact and/or experience that the user can interact with
Available tools:

- Service Scenario
- Storyboard
- Storytelling
- Business Origami
- Roles
- Lego etc.

5. Testing – We test prototypes with real users and learn feedback.

II. Decision-making

Learning Objective

How to make the optimal decision regarding the fundraising strategy? How to select innovative ideas from ordinary ideas?

Concept explained
Decision-making

Decision-making is the process of making choices by identifying a decision, gathering information, and evaluating other resolutions.

Using a step-by-step decision-making process or a collection of tools can help you make more deliberate and thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.

One of the most important traits of being a coordinator of an organization or department is being able to make quick and good decisions. From the beginning of your journey, you need to make sound decisions about how to proceed with the communication and fundraising campaign, which interventions can create more impact and can be achieved with less effort. The key is to be decisive and learn from mistakes, rather than fear mistakes to the point of avoiding decisions.

If a decision is reversible, we can make it quickly and without perfect information. If a decision is irreversible, we'd better slow down the decision-making process and make sure we take enough information into account and understand the problem as fully as possible.

Instructions
Vroom-Yetton Decision Template

The Vroom-Yetton decision model was created by Victor Vroom and Phillip Yetton. They argued that the involvement of colleagues in decision-making benefits or hinders organizational effectiveness. The model calls for a set of guidelines governing the extent of subordinate participation in decision-making. The model suggests that good decision-making is context-based, forcing the leader to adapt their behavior based on the level of participation of the colleague.

The Vroom-Yetton process suggests that sometimes it's important to be autocratic, seek advice, consider alternative approaches before a decision is made, inform a group on an issue, and allow that group to develop the solution without forcing your own ideas.

There are seven questions that Vroom and Yetton have developed to help us paint a mental picture of the overall effect our decisions will have on the organization and, more importantly, on our greatest assets: our members. The seven questions are:

1. Is there a quality requirement? (i.e., is the nature of the solution critical)?

2. Do I have enough information to make the decision?
3. Is this a structured problem? Are there alternatives?
4. To what extent is acceptance contingent on outcome or implementation essential?
5. Would my subordinates accept my decision if I took it myself?
6. Do my subordinates have a personal interest in the solution?
7. Will there be conflicts between subordinates when trying to find a solution?
Below, you can understand the decision tree and the paths associated with the answers to these questions. With the answer to each, the Vroom-Yetton template guides you closer to your goal.

Weighted decision matrix

The weighted decision matrix is a powerful quantitative technique. It evaluates a set of choices (for example, ideas or projects) against a set of criteria that you need to consider. This is an exceptionally powerful time when you have to choose the best option and need to consider many criteria or when you need to allocate limited resources to multiple choices. By thoroughly evaluating your choices and quantifying the process, you will be able to completely eliminate emotions and conjectures from the decision-making process. This allows for rational and objective decisions every time.

The decision matrix is extremely useful, especially when you have many choices (such as different features, projects, and campaigns) or multiple decision criteria to consider (such as costs, risk, and profit value) with similar or varying levels of importance.

How to create a weighted decision matrix

1. List different choices – Start by listing all the decision choices as lines. Do not forget any relevant choices since these lines will form the basis of your decision matrix.

2. Determine the criteria for influence – Think about the criteria that will affect these decisions (such as customer value, cost, effort and efficiency, for example). List these criteria as columns.

3. Evaluate your criteria – Evaluate each of these criteria in the columns using a number (weight) to assess their importance and impact on your decision. Establish a clear (and consistent) rating scale for each of them (for example, 1, 2, 3, 4, 5 leading from insignificant impact to greater impact). This makes it possible to calculate the relative importance of each criterion.

4. Evaluate each choice for each criterion – Evaluate your different choices against the criteria. While using the same scoring system (in our case, from 1 to 5), evaluate each criterion individually. For each of these values, you should make sure that the higher values represent preferable options.

5. Calculate weighted scores – Multiply each of the choice odds by their corresponding weight.

6. Calculate total scores – Summarize them for each of the choices and compare the total scores.

7. Make your decision – The choice with the highest score is usually the one you should prioritize.

La matrice How-Now-Wow

The How-Now-Wow matrix is a selection tool in which a group weighs each idea according to two parameters. Draw a 2 by 2 matrix – the horizontal axis represents the originality of the idea; the vertical as it is easy to implement.
Label the quadrants as follows:

NOW – blue ideas: easy-to-implement ideas that solve problems and translate into additional benefits
HOW – yellow ideas: those that are a breakthrough in terms of impact, but that it is not possible to implement right now given your current resources.
WOW – green ideas: those that have the potential to change orbit and that you can implement given your resources.
100$ test
Add all your ideas generated during brainstorming in a matrix with space for potential investment in each of them. Give each team member a hypothetical $100 to invest as they wish – either all in one idea or divided into more than one. Ask them to write down why they made this decision, as it can be a great contribution to decision-making. After doing this individually, share your investments with the group, see which idea has the most money and go for it!

III. Openness and management of the administrative structure
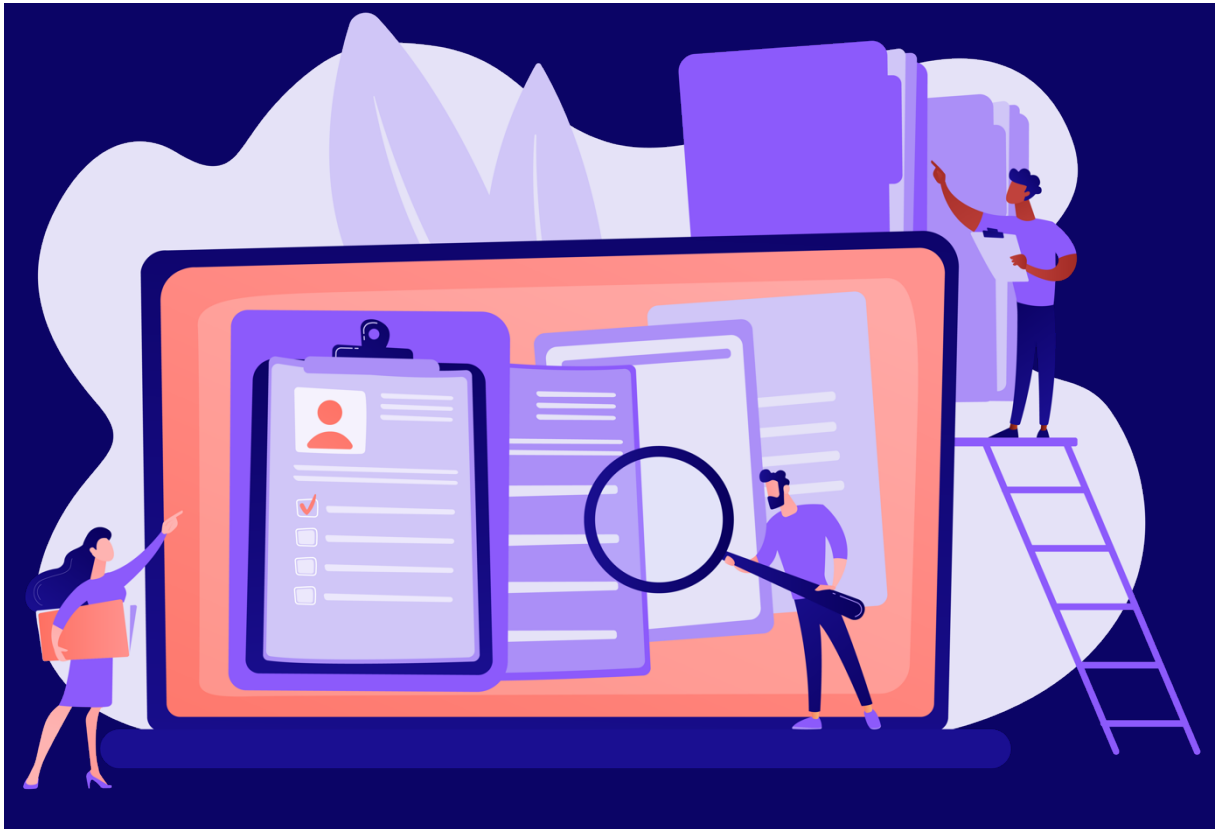
Learning Objective

How to define the stages of opening and managing the administrative structure?

Concept explained

How important is it to set up an administrative structure?

As we know, associations are formed by the gathering of people who wish to develop activities of social interest, or other, in favor of a certain group or society in general, without the claim to obtain a profit or any other type of financial advantage.

It is through the constitution of an administrative structure, that the association acquires legal personality and can carry out different activities, as well as apply for funding and other tax advantages.

Instructions

What are the main steps in opening up the administrative structure?

- Constitution of the working group (Let's develop a project!);
- Group meeting to define the name, mission, values;
- Define the objectives to be achieved.

What documents are required?

- • Statutes – These define the association, its mission, vision, the role of each member in the association and the general process of operation;
- By-laws – These complement the by-laws with more specific details such as: they define the guidelines, principles and rules of operation of the organization;
- Business Plan - Plans the annual activities to be developed and describes the objectives to be achieved, the programs to be implemented and the resources to be used;
- Activity reports and accounts – These describe the objectives achieved, the degree of achievement of activities and resources; it reports on the activities carried out as well as the financial statements for the previous financial year.

What documents are required?

The How-Now-Wow matrix is a selection tool in which a group weighs each idea according to two parameters. Draw a 2 by 2 matrix – the horizontal axis represents the originality of the idea; the vertical as it is easy to implement.
Label the quadrants as follows:

NOW – blue ideas: easy-to-implement ideas that solve problems and translate into additional benefits
HOW – yellow ideas: those that are a breakthrough in terms of impact, but that it is not possible to implement right now given your current resources.
WOW – green ideas: those that have the potential to change orbit and that you can implement given your resources.
100$ test
Add all your ideas generated during brainstorming in a matrix with space for potential investment in each of them. Give each team member a hypothetical $100 to invest as they wish – either all in one idea or divided into more than one. Ask them to write down why they made this decision, as it can be a great contribution to decision-making. After doing this individually, share your investments with the group, see which idea has the most money and go for it!

Who are the members of the organization/association?

- Governing bodies

- General Assembly (supreme body)
- Management (Executive Body)
- Conselho Fiscal (Supervisory Board)

- Members
- Volunteers

IV.   Participation   in trainings/conferences/fundraising articles

Learning Objective

Young people and young volunteers do not have enough training or information to carry out these campaigns. How can we help them?

How can we promote learning moments within organizations to enable young people to achieve better results in the fundraising process?

How important is training young people to improve their fundraising skills?

Any organization of a fundraising campaign involves a level of expertise, which can range from the most basic to the most complex, depending on the level of specificity of the campaigns.

It is important that young people become familiar with the terms of economic and financial language so that the results obtained can be beneficial to all (associations and donors). The more knowledge they have, the better the results will be. To this end, the youth association may call on the support of other organisations that support youth associations, or it may call on volunteers or members of the organisation itself with experience and knowledge in the economic field, who can devote time to the training of their young people. Empowerment and capacity building of youth and youth volunteers is the main objective.

Concept explained

Definitions and concepts of this financial language:
https://cotidiano.com.br/dicionario-de-startups/

Instructions

Where do you find this training and information?

There are different entities related to youth associations that have a wide range of training courses on the social economy. In Portugal, all you have to do is access the following links to get the available information:
https://fnaj.pt/index.php/formacao
https://ipdj.gov.pt/

Where to find suitable courses for this topic:

https://www.udemy.com/pt/topic/fundraising/
https://aedl.pt/cursos/angariacao-de-fundos-e-sustentabilidade-financeira-e-learning/

Best Practices

Publications with examples of training activities:

https://www.fnaj.pt/uploads/editor_uploads/files/revista_final_compressed.pdf

V . Needs analysis and problem solving

Learning Objective

Why should I develop a local needs and resource assessment plan?
Who should be involved in the development of a local needs and resource assessment plan?
When should needs and assets be identified?

Concept explained

Needs can be defined as the gap between what is and what should be. A need can be felt by an individual, a group or an entire community.

Resources, or assets, can include individuals, organizations and institutions, buildings, landscapes, equipment – anything that can be used to improve quality of life.

A needs assessment is a process to determine if people need the service you want to provide and if it will appropriately meet their needs. It lays the foundation for the planning and implementation of the new initiative by aligning resources with the strategy and clarifying potential opportunities or issues.

The purpose of community needs assessments is to gather information that is accurate and representative of a community's needs. Assessments are carried out before action and are used to determine current situations and identify problems to be acted upon, thus establishing the essential foundations for vital planning. The process is an invaluable tool for engaging the public in problem solving and goal development. A needs assessment can be a great way for the public to get involved and contribute to the outcome.

Program evaluation carefully collects information about a program or aspect of a program in order to make the necessary decisions about the program. Program evaluation can include any or a variety of at least 35 different types of evaluation, such as needs assessment, accreditation, cost-benefit analysis, effectiveness, efficiency, training, objectives, processes, outcomes, etc. The type of assessment you undertake to improve your programs depends on what you want to learn about the program" (McNamara 2019).

Instructions

Why assess needs and resources?

- This will help you gain a deeper understanding of the community. Each community has its own needs and assets, as well as its own culture and social structure – a unique network of relationships, history, strengths and conflicts that defines it.
- An evaluation will encourage community members to consider the strengths of the community and how to use them, as well as the needs of the community and how to meet them.

- It will help your organization make decisions about priorities for program or system improvement.
- This goes a long way in eliminating unpleasant surprises on the road. Identifying needs and resources before you start a program or initiative means you know from the beginning what you're dealing with and are less likely to be caught off guard later by something you didn't expect.

Why develop a plan for this evaluation?

- It allows you to engage community members early in the process. This encourages both trust in the process and community buy-in and support, not only of the evaluation, but of all actions taken as a result of it.
- An evaluation is a great opportunity to use community-based participatory research, engage community members more, and build community capacity.
- A good plan will provide an easy-to-follow roadmap to make an accurate assessment.

A planning process will give community members the opportunity to express their opinions, hopes and fears about the community.

It would be wonderful to have the ability to solve all problems efficiently and in a timely manner without difficulty. Unfortunately

however, there is no one way to solve all problems.

Problem-solving skills are extremely important in life and even more so in the non-profit world.

Section 1. Need for analysis tools

5 Why – You know what the problem is, but you can't solve it? The 5 Whys technique will allow you to dissect the problem and quickly reveal its underlying causes. The root cause analysis process should include people with practical experience. Logically, they can give you the most valuable information regarding any problem that arises in their area of expertise.

When you apply the 5 Whys technique, you want to get to the essence of the problem and then solve it. The 5 Whys can show you that the source of the problem is quite unexpected.

Often, problems that are considered a technical problem turn out to be human and process problems. Therefore, finding and eliminating the root cause is crucial if you want to avoid iterating failures.

Here are some basic steps you need to follow.

Step 1. Form a team
Try to bring together a team of people from different departments. Each representative must be aware of the process that will be investigated. By forming a cross-functional team, you will

receive unique perspectives. This will help you gather enough information to make an informed decision. Be aware that this is not an individual task and must be performed by the team.

Step 2. Define the problem

Discuss the problem with the team and make a clear statement of the problem. This will help you define the scope of the issue you are going to investigate. This is important because studying a large-scale problem can be a long exercise with fuzzy boundaries. Try to be as focused as possible to find an effective solution in the end.

Step 3. Ask why

Empower one person to facilitate the entire process. This team leader will ask the questions and try to keep the team focused. Responses should be based on real facts and data, rather than emotional opinions.

The facilitator should ask "Why" as many times as necessary until the team can identify the root cause of the initial problem.

Tip 1. Don't ask too much about Why. If you continue, you may receive tons of unreasonable suggestions and complaints, which is not the point. Focus on finding the root cause.

Tip 2. Sometimes there may be more than one root cause. In these cases, the 5 Whys analysis will look more like a matrix with different branches. It can even help you detect and eliminate organizational issues that have permanent negative effects on overall performance.

Once the team has detected the root cause(s), it's time to take corrective action. All members should be involved in a discussion to find and apply the best solution that will protect your process from recurring problems.

Results chain – a simple but powerful management tool that is a visual representation of how a particular project works. It maps the sequence of events leading to the achievement of project objectives.

Section 2. Troubleshooting methods

Fishbone Diagram is a great tool for identifying possible causes of a problem. It is known as well as the Ishikawa diagram.

The steps to complete a fishbone diagram are as follows:

- Step 1. Agree on a problem statement (effect). Write it in the center right of the flipchart or whiteboard. Draw a box around it and draw a horizontal arrow that runs through it.
- Step 2. Think about the main categories of causes of the problem. If this is difficult, use generic titles such as methods, people, environment, policies
- Step 3. Write the cause categories as branches from the main arrow.
- Step 4. Think about all the possible causes of the problem. Ask, "Why is this happening?" As each idea is given, the facilitator writes it down as a branch of the appropriate category. Cases can be written in more than one place if they relate to more than one category.
- Ask again, "Why is this happening?" about each cause. Write down the sub-causes that branch out onto the causes. Keep asking "Why?" and generate deeper levels of

causes. Layers of branches indicate causal relationships. When the group runs out of ideas, focus your attention on the places on the board where there are few ideas.

Benefits

- Highly visual brainstorming tool that can spark other examples of root causes
- Quickly identify if the root cause is found multiple times in the same causal tree or in a different causal tree
- Allows you to see all causes simultaneously
- Good visualization to present problems to stakeholders

Disadvantages

- Complex defects can give a lot of causes that can become visually cumbersome
- The interrelationships between the causes are not easily identifiable

Best Practices

You can find a successful fundraising campaign here

VI. Self-development plan and economic aspects

Learning Objective

How can we stimulate the creativity of young people to empower them to achieve better results in the fundraising process?
How to stimulate creative fundraising ideas within a youth organization?

Any youth organization or youth group to launch a fundraising campaign needs, as a starting point to define the situation/problem to be solved.

To do this, it is important that all members can share their ideas in order to create creative interactions in the group and generate better ideas, for example by organizing "idea marathons".

Why is it so important to carry out these activities?

Through this process, several alternatives or solutions are sought to solve a certain problem or to align a defined strategy, stimulating, through the exchange of different ideas, the emergence of original and innovative options. Through brainstorming sessions, we can create an essential moment to "think outside the box" and explore the potential of the group and each individual to create new and imaginative approaches. This technique is based on concepts such as diversity of ideas, flexibility, innovation and interactivity. Freedom, without fear of coming up with silly ideas, is another essential point of brainstorming.

Instructions

How can these marathons be done?

- More simply in small groups, in person, through meetings or gatherings of members, for example once a month or whenever they decide to launch a campaign. This initiative can happen in an organized and planned way, or simply occur naturally at a meeting and should include the following steps:
- Define the situation to be resolved
- Choice of participants
- Promote brainstorming
- Organize ideas
- Promoting consensus
- Get the optimal solution

Types of brainstorming to conduct face-to-face:

- Video wall;
- Ideas rain down;
- Post-it;
- Mind mapping.

Tools for brainstorming online:

More broadly, or online, where there are platforms where everyone can participate and contribute.

- MindMeister
- Stormboard
- Bubbl.us
- Miro

https://www.growunder.com/pt/blog/dicas/271-descubra-o-que-e-brainstorm-e-tecnicas-de-brainstorming

Best Practices

Marathon ideas that can be done online: http://ideathon.online/

I. Evaluation

Learning Objective

Young people and young volunteers do not have enough training or information to carry out these campaigns. How can we help them?

Do you want to be able to monitor how an activity you have developed – for example, a fundraising campaign – is going; its success; What benefits has it brought and how can you learn from it for the future?
Here's how.

This section of the toolkit walks you through the steps required to design and implement assessments. These assessments can be carried out at different levels and scales. For example, your organization may have developed an action plan for the next five years, and you may want to design an evaluation that monitors progress under the action plan and evaluates achievements at the end of the five-year period. Your organization may have secured funding from a donor to implement a program for disadvantaged youth, and that donor needs proof that their money is well spent. Or you may want to focus specifically on how a particular fundraising campaign is doing. In all these cases, you will need an evaluation. **This section shows you how to do it effectively. It shows:**

- Why do you need an assessment?
- When do you need to do this?
- Guiding principles you need to follow
- The actions you need to take
- Some useful assessment tools to use
- The pitfalls of evaluation and how to avoid them
- Key resources to help you.

Concept explained

Many organizations fear evaluation. They think it's about measuring success and punishing them for not achieving their goals. In this context, evaluation is often viewed in a negative light. But when used to help organizations learn how to do things better, assessment is a very powerful tool to support change and innovation. Integrating assessment intelligence into an organization will support double-loop learning for staff, customers, stakeholders, and the organization as a whole

To help organizations learn, evaluation should be used not only as a retrospective tool to assess performance, for example at the end of a funding year. Rather, it must be integrated into organizational systems and processes to support a cycle of continuous improvement. Essentially, the role of evaluation in organizations is not to lead to perfection, but to understand what is relevant, what can be controlled and what cannot be controlled, what is good enough and especially what can be applied from the experience gained to help the organization change for the better.

There are four reasons – or objectives – for doing evaluation:

Responsibility

Evaluation helps organizations collect and present evidence to stakeholders on the effectiveness of their activities. This is especially important in fundraising, as donors who provide financial support are unlikely to continue to provide that support if they don't get value for their money.

Knowledge

the evaluation collects and analyzes information that can then be used to provide evidence of success. It helps organizations understand who has benefited from their activities, how and under what circumstances.

Operational efficiency and effectiveness

Evaluation helps organizations track their progress against their current strategies and plans. By tracking progress, organizations can identify issues and problems that need to be addressed and understand the actions needed to fix them.

Learning and sustainability

assessment is crucial to enable the organisation to become a "learning organisation". It supports ongoing review and reflection and helps organizations adapt to changing circumstances. By providing evidence of what works, evaluation supports organizational sustainability.

Instructions

Evaluation Guiding Principles

Evaluation should not only be used as a retrospective tool to assess performance at the end of a fundraising program, but should be integrated into the organization itself, to support a cycle of continuous learning and improvement, as well as set up at the beginning of a fundraising program or other project.

- This means that the evaluation must be used for four main purposes: a development objective – to support the development of the organisation or a specific plan for the design and implementation of the programme (ex ante evaluation); an operational objective – to help the organization or program monitor its progress (ongoing or "formative" evaluation); a summative objective – to help the organisation or a programme measure what has been achieved (ex-post evaluation); a sustainability goal – helping key players in the organisation or programme learn from their experience
- There are many different methods and tools for collecting and analyzing evaluation data. Each has different goals and different resource and skill requirements. The design and design of the evaluation should take into account "pragmatic" considerations: the "purpose" of the evaluation; the objectives of the evaluation; the resources available to carry it out; who is the evaluation audience and what their expectations are; what evaluation skills are available in the program, or can be brought in from outside; how long does the evaluation time take and how much is it likely to cost
- The evaluation should not only reflect the point of view of an "expert", but should take a "participatory" approach – trying to ensure that the voices of different stakeholders and their views are represented – especially those with less power and whose voices are not often heard.
- This means that, to the extent possible, evaluation data should be drawn from different sources and perspectives, and compared to each other, by "triangulation", so that the evaluation reflects a balanced point of view.

Action Checklist:

- Determine evaluation objectives, timeline and operating modes

- Decide who the audiences are and what their expectations are
- List the evaluation questions that the evaluation will answer
- Decide on indicators to measure results
- Decide on methods of data collection and analysis
- Determine the resources you need to complete the assessment
- Produce a plan to perform the assessment and assign tasks and roles
- Produce a plan to disseminate the results

Resources

- *Chen, H.-T. (1990). Theoretical evaluations. Newbury Park, Ca: Sage Publications Inc.*
- *Pawson, R., & Tilley, N. (1997). Realistic assessment. Thousands Oaks, CA: Sage Publications Inc.*
- *Stame, N. (2004). Theoretical evaluation and varieties of complexity. Evaluation, 10(1), 58-76.*
- *Weiss, C. H. (2000). What links should we evaluate in which theories? New Directions for Evaluation, 87, 35-45*

II. Organizational Intelligence

Learning Objective

Do you need to develop strategies to position and move your organization in the market at local, national and transnational levels?

Concept explained

- **Positioning:** Positioning is what your organization is in the customer's mind. Positioning also defines the "comparative" assessment we give of one organization against another in a given sector. For this reason, positioning is essential for the success of the organization. Positioning is one of the main aspects on which to base the organization's strategies.
- **Strategy:** a long-term action plan used to set up and coordinate actions to achieve a predetermined goal or objective. The concept applies to various areas in which a series

of separate operations is required to achieve the objective, the choice of which is not unique and/or the outcome of which is uncertain.

- **Business Plan:** The business plan is a forecasting document that includes the main aspects related to the development of an entrepreneurial activity. Generally, it is developed by those who want to start an activity – for example commercial – in order to obtain financing or, in the case of a company already started, it is periodically prepared by the management to allocate the available resources and focus on the future development of their business.
- **Partnership:** A collaborative relationship between two or more organizations, governed by a contractual agreement, in which the partners commit to carry out joint or complementary projects to gain a competitive advantage.

The fundamental reason for the widespread use of partnerships is that they can enable organizations to acquire the technological, productive, business, financial and managerial resources and skills needed to operate in a rapidly changing environment. A distinction is made between vertical partnerships, which operate at the same level of the supply chain, upstream or downstream of the supply chain, and horizontal partnerships, which are set up between companies operating at the same level of the value chain, but competing in different areas, by virtue of synergies based on competences and/or target segments achieved.

- **Network:** agreement between different entities or institutions to operate on the same market.
- **Monitoring:** we mean the control of the trend over time of one or more variable quantities, with application in various fields.
- **Evaluation:** Outcome assessment refers to the measurement of objectives achieved during the reference period (the what and when); performance evaluation refers to the observation of organizational behaviours implemented to achieve the same objectives (the how).
- **Break-even point:** In business economics, the break-even point (break-even or break-even threshold, abbreviated as BEP) is a value that indicates the quantity, expressed in production volumes or turnover, of the product sold necessary to cover the costs previously incurred, in order to close the reporting period without result.

Instructions

A market/sector study is a marketing analysis conducted by an organization to better understand the market and the socio-economic context in which it operates, this includes competition, the development of the reference sector in a given market as well as the behavior of consumers/recipients.

Good market/sector research provides the organization with a decision-making basis full of useful information to unveil the opportunities at hand, as well as the risk factors that these could entail. The benefits offered by the analysis are multiple and help organizations design winning strategies.

The most widely used (and useful) research methods involve the integration of qualitative and quantitative analysis. In other words, market/sector research is a great example of how a multidisciplinary approach is the only one capable of providing an overview of the market/sector of reference.

This stems from the need to discover and collect data of an extremely varied and variable nature, such as cause-and-effect links of consumer/recipient choices, but also the nature of their needs, trends that influence demand as well as other characteristics such as the direction and intensity of the sales curve. All this cannot be explained by a single market study, but only by a mixture of different surveys.

Given its multidisciplinary approach, market/sector research often uses a mix of different tools: databases and statistics, psychological and sociological analyses, online opinion polls, telephone interviews, direct observations, etc.

The chosen tool is determined by the purpose of the research. Some of the most common search tools are:

- A/ B Tests and experiments
- focus group
- Interviews (telephone or in person)
- Competitive analysis
- Joint analyses
- Predictive analytics
- Direct observations
- Customer satisfaction
- Surveys
- Target segmentation
- Advertising test

1. Analyze your market/sector at local, national and transnational level

2. Build your Business Model Canvas (see Tools and Resources)

3. Develop your business plan (see Tools and resources)

4. Find financial resources

To raise and find financial resources for your organization, please see Section 5 of the Toolkit.

5. Build your team

To achieve your organization's goals, it is essential to build the right team, the right combination of skills, knowledge and attitudes. Building a team is not immediate and you need to know what to do and what not to do.
You build and manage a team, you have to take care of five dimensions:

Confidence

A team of individuals who trust each other works best, especially in competition or negotiations with other groups.

It is important to understand that in a working group there may be a less reliable or discouraged individual: the problem lies in assessing the extent to which the reliability of the working group can be questioned, even by that individual alone.

Positivity

It has been found that people with a positive thinking style are prone to humor, which produces a more reliable evaluation than others.

When group dynamics are strong, people start joking together and will tend to talk to each other about work even outside the office.

Humor makes a work group coherent and helps increase the enjoyment of working with staff.

Obviously, it must be measured, but in any case, positivity reduces stress over time, increases creativity, communication and team cohesion.

Have clear goals

One of the biggest hurdles encountered in forming a successful work team is defining the common goal to work on.

A study conducted on many managers and professionals from dozens of different companies found that many know what to work on, but at the same time do not clearly know why.

It is therefore essential to always define the objectives to be achieved to ensure that the solutions really involve everyone.

Defining the goal is essential but not sufficient.

Define roles

The question to ask is, "Does everyone really know what they need to do to achieve the goal of teamwork?"

It sounds simple, but it is often difficult to know what tasks team members need to perform and what roles they should have, therefore, the issue of unclear roles becomes thorny, especially when a work situation changes and the team is forced to adapt to the new situation.

If the roles are not clear, no one knows what to do and the chances of not achieving the goal increase.

Use clear and concise communication

One of the most common reasons why a team fails is that communication between members is not effective.

In complex environments, information often comes from many different sources: nowadays, we are inundated with useful and useless information and the worker may be overwhelmed by the risk of losing the most relevant information needed to function at their best.

Communication within the team should not be dispersed so as not to create misunderstandings.

The objective of communication within the company is to effectively disseminate information, to make it available to those who use it for the work to be done, avoiding the dissemination of information that is not necessary.

6. Build your partnerships and network

Your organization and teams aren't working empty. Both work in an environment where other organizations and teams work. You will find hostile organizations, and organizations that can be collaborated.

The organizations you could collaborate with to achieve your goals should be your partners. All of your partners are your network. Based on the geographical dimension of your activities, you should need local, national or transnational partners and local, national or transnational networks.

Partnership is the integrated management of a process by two different parties, who act as if they belonged to a single entity.

A partnership takes place, for example, when an exchange actor absorbs a cost or activity of the other in its work process, or makes available knowledge and working methods that are not accessible to the other, to help him do better. his work. It does so because it gets a return in its value creation process. More value for the other becomes more value for oneself too.

Partnership is therefore not only a generic form of collaboration, nor a simple relationship of trust. This is a long-term business relationship based on reciprocity requirements. In the definitions of "formal" partnerships, what is often missing is the reference and attention to the skills and behaviours needed to build a true partnership. We can compare it to a love relationship based on reciprocity where we can identify:

1. A common desire, which in business is the value goal or shared goal that motivates the creation of the partnership.
2. The ability to listen, to pay attention, to focus on the needs of the other, to really understand what creates value for the partner. In order not to stop at one's own perception of value and a one-sided criterion for evaluating the result to be achieved; methods that often take over in business, turning the partnership process into continuous negotiation, without any win-win criteria to support it.
3. Initiative and, at the same time, compliance with defined and shared rules. In business, talking about partnership means knowing how to identify new or different solutions for the other partner and investing to help create more value. Therefore, planning, problem solving, new ideas and, why not, generosity in the development of

intervention solutions, are important requirements. To work profitably, in a logic of reciprocity and exchange, however, the rules of the game between the parties must be explicit and clear, and must be respected.

This last point is perhaps the reason why partnerships in business and business are so difficult to activate and maintain. In the business world, it is really difficult to combine rules, limits, rights and duties with aspects of initiative and generosity. The fear that open actions will be confused with naivety and misuse shifts the attention of actors to the rules, rights and duties and to the "contractual" aspects of the partnership. Part of the free initiative, openness and credit to the other, outside the rules, must always be present in partnerships. Because otherwise, if everything is regulated only on the basis of exchange, there is a risk of spending time doing the "reciprocity calculation" in detail: every action I do with you must correspond to a return for me and vice versa. Forget the original purpose of the partnership created.

Thus, the partnership, both in life and in business, does not last very long. We must be able to dare and be courageous and confident in the ability of the other to restore value to the value received. It's not easy, but it's possible.

A good supplier deals with the real problems of his customers and understands that the success of the latter will be his success. It is a path that goes beyond the calculation of individual reciprocities and a concrete way to start a partnership.

7. Start your activities

You are now ready to put your strategy into practice by performing the activities you wrote in the "Activities" section of your Business Model Canvas.

8. Monitor your activity

To monitor your activities, please refer to Section 7 of the Toolbox.

9. Evaluate your results

To monitor your activities, please refer to Section 7 of the Toolbox.

10. Adapt your strategy to environmental changes and results

By monitoring and evaluating your activities and results, you will realize that what you have designed through the tools we have indicated, from the Business Model Canvas, when it was created, must be somehow adapted to reality and the environment. external and changes in the time lag between planning and implementation. This can be done intuitively as long as the complexity of your organization's activities allows. When this complexity becomes too great to handle by common sense, you'll need to use project cycle management techniques. What we suggest you use is "goal-oriented project planning."

The GOPP

The GOPP is a method that facilitates the planning and coordination of projects through a clear definition of objectives and is part of an integrated approach called PCM (Project Cycle

Management) and published in 1993 by the European Commission as a quality standard in the planning, management and evaluation phases of complex interventions.

During the life cycle of a project, the GOPP can be used:

- in the identification and definition phase, to analyze problems, establish possible solutions, objectives, results, activities and indicators of monitoring and evaluation (construction of the problem tree and the solution tree);
- in the activation and executive planning phase, clarify the division of tasks between the different actors concerned and make any adjustments (construction of the logical framework);
- in the evaluation and verification phase of the current project, to share possible adaptations if problems or new opportunities have arisen
- in the final evaluation phase, to verify the achievement of objectives and identify any suggestions for further improvements and future projects.

From an organizational point of view, a GOPP workshop provides for the involvement of a limited number of people, identified among the key actors who have a crucial role in the success of a project, and a facilitator, and can have a duration of one or more. more days. It is a methodology that makes intensive use of visualization techniques: large sheets of adhesive paper are used side by side on a wall and the participants, sitting in a semi-circle, work, from analyzing problems to proposing solutions, with colorful cards in which they can write their suggestions according to the steps of the methodology. These ideas, once inserted on the adhesive wall, can be seen by the whole group who can move or aggregate them as needed.

It is clear that the use of this technique can lead to increased communication and convergence of working groups, and is particularly effective in analysing problems, suggesting proposals highlighting risks and developing solutions in a relatively short period of time.

Best Practices

Success stories of youth organisations:

https://www.fabercity.it/
https://www.coopcomunitamelpignano.it/
https://www.strikestories.com/strike-2016/
https://www.wired.it/economia/start-up/2013/12/09/top-startup-giovani/

III. Simulations and scenario planning

Learning Objective

· How can we have anticipated the risks and challenges of our change and innovation processes?
· Do you want to find out how to prepare for the VUCA times?
· My fundraising campaign is not proceeding according to our original plan. What are our options?

Concept explained

Scenario planning

Scenario planning is about making assumptions about what the future will be and how your business environment will change over time with that future in mind. Specifically, scenario planning is about identifying a specific set of uncertainties, different "realities" of what might

happen in the future of your business. It sounds simple, and may not be worth it or a specific effort, however, building this set of assumptions is probably the best thing you can do to help guide your organization in the long run.

Scenario planning may not have such disastrous consequences in your organization, but if it is not done, you risk opening the door to increased costs, increased risks, and missed opportunities. Scenario shots, in the end, tell a story with many possible endings.

Instructions

1. Analyze your market/sector at local, national and transnational level

Decision-making should be based more on data and analysis than on intuition and instinctive feelings. However, as a youth NGO leader, you might encounter two major challenges when managing campaigns or fundraising projects: First, data can be difficult to collect. Second, the data tells you about the past but gives you absolutely no indication of the future. Therefore, the ability to execute scenarios is a key decision-making tool.

The main reason projects and campaigns fail is that too many people are reluctant to talk about their reserves during the very important planning phase. By allowing dissidents who know the company well and are concerned about its weaknesses to express themselves safely, you can improve the chances of a project's success.

One of the best tools you can use to run effective simulations in a controlled environment with your team is pre-mortem analysis. A pre-primer is a project management strategy that will help you prepare for every twist. Think about what could happen in a project – good or bad – and plan before it starts. Doing a Pre-Mortem is a process in which your team imagines that their project or campaign has failed before they start. The team then thinks about all possible potential reasons why the project might fail and assigns a probability to each potential reason. For the very likely reasons of potential failure, the team can develop countermeasures to protect the project or campaign.
Below you can find the main phases to facilitate a pre-mortem analysis.
Step 1: Preparation (5 min)
Start by creating a collaboration document or bring a flipchart, sticky notes, markers, and gather your team in a meeting room.

On the digital document, paper, or whiteboard, add columns with the following headings:

· What could cause us to miss our deadline?
· What will allow our project to stay on time?
· What does this project need that we don't?
· What do we already need for this project?
· What lessons have you learned from past projects?
· What worries you?

· What are you passionate about?

Step 2: Set the stage (5 min)

Start the meeting by asking the team to consider the following:

· What could go wrong with this project/campaign?

· What could be going well with this project/campaign?

· The goal of the meeting is to focus only on this project/campaign.

Step 3: Brainstorming (15-20 min)

Give the team ten minutes to silently write down their answers on the collaboration document or on sticky notes placed under each question.

Step 4: Group similar ideas (5-10 min)

Work together as a team to merge similar ideas into lists.

Step 5: Identify threats (5 min)

Next, ask your team members and volunteers to vote on the cards or sticky notes that pose the greatest threat to the project/campaign.

Give each team member three votes. Let them know that they can choose to use the three votes on one card, two votes on one card and one vote on another, or one vote on three different cards.

Step 6: Identify Successes (5 min)

Then, ask your colleagues to vote on the cards or sticky notes that go well for the project and represent the keys to the success of the project.

Give each team member three votes. Let them know that they can choose to use the three votes on one card, two votes on one card and one vote on another, or one vote on three different cards.

Step 7: Discuss (25-30 min)

Move the three topics with the most votes to the "to be discussed" column. Starting from the top, set a timer for ten minutes. During these ten minutes, you will discuss the risk and propose at least one action to mitigate the risk. Proceed to the next card and repeat until you have discussed the three cards.

Step 8: In action (10 min)

Summarize the actions your team is committed to. Make sure each action has an owner and a deadline.

Best Practices

Italy

Environmental scan

Training Opportunities

Rome Fundraising School

https://www.scuolafundraising.it/formazione-fundraising/fund-raising-corsi/

Fundraising School

https://www.fundraisingschool.it/corsi/
ABEILLE 2.0

https://www.ong2zero.org/blog/corsi/fundraising-online-per-il-non-profit/
Learning about life

https://lifelearning.it/corso-online/corso-online-fundraising-per-principianti-parti-alla-grande/?action=
Screw

https://www.volint.it/corsi-online/professione-fundraiser
Seed fundraising

https://www.startupfundraising.it/
Job4good

https://www.4goodacademy.it/p/fundraising-dalla-teoria-alla-pratica
Fundraising Academy

https://www.fundraisingacademy.it/
Central Ethics

https://www.centrale-etica.it/serie-eventi/fund-raising-design/fund-raising-design-progettazione-del-fund-raising/
Online Limits

https://www.confinionline.it/corso.aspx?id=172&l=it

Tax benefits

In Italy, there are several tax breaks for donors, whether they give money or make donations in kind, both for individuals and organizations. Untracked donations made in cash are neither void nor deductible (donations made by the bank, post office or other traceable means are, however).

Tax benefits for corporate donations can be of different types. Companies can deduct the amount given without absolute limit but within the limits of 10% of the total declared income (without the limit of 70,000 euros, as previously provided). In addition, still within the limit of 10%, in the event that the deduction exceeds the value of the total income declared net of the other deductions, the part of the deduction not deducted can be carried forward in subsequent returns, until the next fourth tax period (for example, a donation made in 2018 can even be discounted until 2023).

For the donor company, the donation follows the principle of cash.

There are two types of tax benefits for individual donations. In fact, natural persons can choose whether:

- reduction of the amount (for a maximum of 30,000 euros of donation) to 30%, or
- deduction of the given amount without absolute limit but within 10% of the total declared income.

Among all entities, voluntary organizations can also apply a 35% discount to their donors, again for a maximum of 30,000 euros of donation.

Between deduction and deduction, it can be said that those whose income is greater than 30,000 euros have a greater advantage to deduct. Consider the fact that it will be the person who chooses when completing the 2019 tax return to apply the deduction or deduction: as

for companies, if the deduction is applied, it will be possible for the taxpayer to carry the deduction part to unappreciated future returns.

The tax advantages described in the preceding paragraphs also apply to donations in kind, i.e. of movable and immovable property. Donations made to social enterprises set up in the form of a business are not eligible for the benefit.

The methods for calculating the value of assets subject to deductions or deductions:

- as a general rule, the value of the asset is calculated on the basis of normal value, i.e. in accordance with the TUIR (Art. 9), "the average price or consideration invoiced for goods and services of the same type or similar nature, under conditions of free competition and at the same stage of marketing, at the time and place where the goods or services were acquired or supplied,   and, failing that, in the nearest time and place";
- in the case of capital goods, the value of the deduction or deduction shall be determined by reference to the residual tax value at the time of the transfer;
- in the case of the sale of goods and services of the enterprise or of raw and auxiliary materials, semi-finished products and other movable property, the deduction or deduction is calculated on the basis of the lower value between the normal value and that of the closing stocks (Article 92 of the TUIR):
- in the event that the value of the property cannot be determined objectively or exceeds 30,000 euros, a sworn valuation certifying the value is mandatory.

To obtain a tax deduction or deductions, the donation must be accompanied by a written document in which:

- the donor describes the donated property, indicates the relative values and, if necessary, attaches the affidavit to the assessment;
- the beneficiary organization undertakes to use the goods received directly for legal activities.

When the RUNTS (Single National Register of the Third Sector) is operational, the same concessions will apply to those who donate to Third Sector Entities that will be registered in the Third Sector Single National Register. Concessions for donations in kind do not apply if the recipient of the gift is a social enterprise established in the form of a corporation.

France

Best Practices

Since 2004, the French organization E&P has developed a methodology that focuses on valuing commitments before, during and after the return of the volunteer, but focuses less on the experience than on the collective action in which the volunteer participated. Before the volunteers leave, E&P organizes a four-week preparation session that combines thematic presentations, more technical workshops and an immersion phase. Support is provided by members of the association, former volunteers or partners. Members of related networks also participate in these preparation sessions.