

The background features an abstract design with three sets of overlapping circles. The top set consists of three purple circles of varying shades, with the largest one on the right. The middle set consists of three green circles of varying shades, with the largest one on the right. The bottom set consists of three blue-purple circles of varying shades, with the largest one on the right. Three thin lines (one green, one purple, one blue) extend from the top left towards the circles. The title 'Basics of Grassroots Fundraising' is centered on the left side of the page.

Basics of Grassroots Fundraising

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Czech Fundraising Center
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INTRODUCTION

The handbook "Basics of Grassroots Fundraising" is aimed at all non-profit organizations who have, perhaps for years, been trying to keep your organization afloat, searching everywhere for resources, thankful for each dime. It offers you the chance to steer in the right direction when fundraising for your activities.

The goal of this handbook is to help the non-profit organizations to find their way out of the maze of inadequate financing, lack of professional workers, space, etc. But where and how to find donors how to convince them to support us, how to ask for their money and how to ensure the potential sponsors will deliver on their promise? What steps should our organization take to be well prepared for the professional fundraising? Who should be involved?

You may find the answers to these and many other questions in the handbook. It is not going to be easy. The work with the handbook will require your active participation. You will have an opportunity to use a number of worksheets to be filled out, questions to be answered and ideas to be planned. Write in them what is particular to your organization and you and store them together with this handbook it into your library as a permanent guide for your organization.

The real treasure of knowledge is hidden within you.

This handbook will hopefully help you to find it.

FUNDRAISING BASICS

Why organizations should deal with fundraising

- Fundraising is a **foreign word**, hard to pronounce and difficult to translate. It includes various methods and procedures of procuring the means to finance the activities of non-profit organizations.
- Fundraising is a '**science**' of **successfully convincing others that** the activity of an organization is worthwhile. It is the 'science' of motivating people towards good deeds, towards providing them with the opportunity to contribute their time, interest and trust.
- Fundraising is **not simply about getting money**. It is about identifying and developing friends of the organization, people who believe in its mission, people who want to help and participate in achieving its goals.
- Fundraising is also about **developing the organization** in such a way that it invites and welcomes the participation of all who share its hopes and dreams.
- Fundraising is an **organic, original and creative process**. Do not look for universal prescriptions, and do not attempt to duplicate someone else's success at any cost. Try to find inspiration in fundraising, as well as the limits for the road that you yourself must travel down in search of funds for your activities.

How to get rid of the feeling you cannot get anything?

From the participants of different seminars we often hear of negative experiences, doubts and disappointments. A common introduction for most of the statements could be summed as up:

- "No one contributes to our activities. Well, if we were a sports club, it would be easy to fundraise. Donors would be queuing up."
- "No one wants to give us money. No one gives a damn; they just want to look after themselves. Today, no one can afford to make good deeds, everyone is glad just to earn a living."
- "The entrepreneurs do not have enough money for sponsorship; the tax breaks do not exist, or are very symbolical. It does pay for anyone to give us gifts."
- "Well, it is easy to fundraise in the capital where all the major sponsors are. But how about us in villages and small towns? "

All the arguments listed contain a grain of truth in them. It is easier to raise funds for certain types of activities than for others. The sponsors are simply interested in certain topics more and less in other ones. The society still does not have enough available resources to satisfy us all. Some organizations indeed are better known than others; in the capitals and in large cities in general the fundraising conditions are more favorable. After all, the general public is only beginning to grasp the role of the non-profit organizations. That's how it is. We still have to

cover a lot of ground before the public will become accustomed to the fact that **the activities of non-profit organizations are a part of every society, and that the investments committed by the society will return to it in the form of a greater personal satisfaction from giving, as well as from a better functioning society at large.**

For the moment though, let us go back to the arguments of the activists from various organizations. But instead of listing probably endlessly, the reasons why "it cannot be done", you will devote the following lines to the reasons why "it can be done", for a change. Every one of us can find enough reason why he/she is the person to whom the "it cannot be done" won't apply. The worksheets that follow can help you to find "why anyone should give you anything." The first two items relate to you, personally. Do not skip those! They are important to you, because the basic rule of fundraising is:

To convince you have to be convinced.

And the best thing you can do, if you are planning to go and ask for financial contribution, is, for starters, to donate some money yourself.

Work Sheet No.1: Why should anyone give us anything?

1. List examples of your donations to other non-profit organizations. State who asked you for support and what form it was delivered in:

-
-
-

2. List whether you turned down a request from another non-profit organization and why:

-
-
-

3. List at least ten reasons why anyone should donate funds specifically to your organization:

- 1.
- 2.
- ...
- 10.

You could also discuss it with your friends, giving them the opportunity to air their opinions about the activity of your organization. Ask them what is it they like about it, whether they believe in what you are doing, whether they understand it. Ask them whether they would contribute anything to your organization and why? Or if not, why?

4. They would [would not] support your organization because:

-
-
-

How to get over the idea everyone has to support us?

You think the headline contradicts the idea of fundraising? Not at all. Yet, one can hear all kinds of convincing arguments about the importance of all kinds of non-profit organizations. Of course, you have to be convinced about the usefulness of your activity, **but you cannot automatically expect everyone to share your opinions**, or to condemn those, who do not think the way you do.

The non-profit organizations are engaged in a broad variety of activities and the importance of certain causes is different for different people. Charities make their exclusive priority to give help to the people in need. For an educational organization it can be a long-range work with children and teachers, for ecologists a regular care of a protected area. Everyone has their own scale of values, their criteria to judge what is important and what is not.

**You are not after money, but after people.
In order to convince anyone to support you
you have to figure out what their values are.**

*The greatest mistake a fundraiser can make is to be
more interested in the money than in the people
you are asking for support.*

Work Sheet No. 2: Importance of activities of non-profit organizations

1. What values are important for you in choosing which activities of non-profit organizations to support? Which activities do you consider most important and which activities you deem useless?
2. What is the scale of values of the people in your neighborhood? What do they think is most effective and what useless? [You can conduct a public opinion survey. If you want to invest time it can turn out to be a very useful exercise. You may even find out your opinions differ quite a lot from that of the general public.]

WHY PEOPLE GIVE US MONEY

Work Sheet No.3 /My Biggest Donation

Let's start this section by a small exercise. Before you turn to the next page, try to write down how much you would donate to an organization you consider extremely important and which you completely trust to use your donation according to your ideas. Think realistically, how much you would like to donate for such a purpose and how much you can actually afford. [You can also conduct this exercise with your colleagues during a meeting, on the job, or while discussing your fundraising plans.]

How much are you going to donate? {Amount / year} -----

1. What purpose you would use the donation for?
2. Is there a specific organization which you would like to donate to?
3. Is your donation tied to a specific person or case?
4. What was on your mind while deciding?
5. Were you thinking of your budget and how much of it you spend on charitable activities?
6. Were you clear in your mind about the activities for which you want to donate the money to, or were you thinking in terms of who could utilize the money better?

When we are talking about donors' motivations, about the reasons why people actually give money, we tend to think more like merchants. Often, when we solicit a donor, we try to convince him/her about the advantage of giving, we offer various counter services or advertising. We try to convince the donors that, by contributing to our cause, they can, in fact, profit. Fortunately, that is not the situation. The motivation of the donors is not that clear cut. Every donor, aside from the fact that he/she is a business person, or a foundation manager, is foremost a human being, with personal interests, strong and weak points, family, living his/her own life and, no doubt, with his/her "scale of values".

It is noted worthily the donors often list the following as their own motivation for giving:

- Sense of usefulness
- Satisfaction from giving
- Fulfillment of social goals
- Personal satisfaction
- Desire to help others
- Desire to solve a problem ...etc.

Giving money is a joy. People do it to feel good, for social recognition, or for their conscience.

*They can prove to themselves they can do it:
or it simply enables them to
express their moral values and convictions.*

That is not to deny that donors, most of the time, also try to gain something. These needs co-exist side by side and if you want to be successful fundraisers, you have to acknowledge both facts and learn to work with them.

The Contribution has to satisfy the needs of the donor.

That means finding a mutually agreeable interest on which our organization can deliver. Recognizing the needs of our donors and matching these with our own abilities, should help us locate the groups of donors who probably will be more interested in our activities.

People are glad to give their money when:

- There is a critical and immediate reason to do so.
- The donor is personally highly motivated.
- The donor sees others around making gifts of time and money.
- The donor knows that she/he will be promptly thanked, and appropriately recognized for her/his contributions.
- The donor knows that she/he will be kept up to date on the real progress of the organization.
- The donor knows exactly what the money will be spent for and is convinced that it will be wisely and prudently spent.
- The organization is infused with a spirit of excitement and optimism, that the program and financial goals will be reached.

The **sense of trust** represents the basic and indispensable pre-requirement to receive anything from any donor, who has to be convinced his/her donation is in a good hands, has to believe the entrusted funds are going to serve also his/her goal.

FUNDRAISING ARGUMENT

Non-profit organizations are created in response to a human or social need. Their trustfulness depends on their effectiveness to deal with the problem[s]. The volume of their activities represents a decisive factor for the financial support, or a lack of it. The indispensable very first step in successful fundraising is to define the goal of the organization or the project, to formulate it effectively and to offer these ideas to all who can help you to finance it.

Such an approach would seem obvious at first glance, yet we keep encountering organizations which start to fundraise, without taking the pain to formulate such goals or to collect convincing arguments why their activity should be supported.

Most of us think that we know what we are doing and why our organization exists. The moment when someone asks us about it, we often stammer in incoherent sentences, spew out needless arguments and explain, sometimes even apologize for our activities with the feeling of a guilty child. The advantage of preparing for such a moment beforehand learning how to speak and write about our organization and the priority of its goals, with assured self-confidence is literally incalculable. The main reason for such "training" is also the fact that very few people are willing to listen to long diatribes, or read "novels" about our activities.

Short and comprehensive communication is our "admission ticket" to the people we are interested in and who we would like to motivate to become interested in us.

When submitting your ideas and goals to a donor it should be absolutely obvious:

1. WHY your organization exists
2. WHAT are the goals of your organization?
3. HOW do you plan to reach these goals?
4. WHO will be served by the activities of your organization?
5. WHY should anyone contribute to the fulfillment of these goals?

While formulating these goals abstain from using overly technical expressions and do not get entangled in scientific theories. Try to keep your message **brief, kind, comprehensive and positive**. Its goal is:

- to gain a donor's interest, not to discourage him/her,
- to provide him/her with solutions, not to inundate him/her with problems,
- suggest it is he/she who can help, not that he/she does not understand the issues involved.

If you want to develop a strong fundraising argument, you should be ready to work hard, write and try to do it many times again. These questions can help you to find the right way.

If a donor does not understand well enough what it is you really want, it is seldom his/her fault!

Work Sheet No. 4 / Presenting Your Organization

1. WHAT is wrong that needs to be fixed?

- What is the crisis, problem or need?
- What will happen if nothing is done?
- What underlying causes the crisis, problem or need?

2. What will fix it?

- What programs, activities or solutions are missing from the scene which would address the crisis, problem or need?
- What evidence do you have that these programs, activities, or solutions will help solve the crisis, problem, or meet the need?

3. How will you go about creating the solution?

- How will your organization bring these solutions about?
- What needs to be done to make them happen?

4. How much will it cost?

- How much will it cost for you to bring these solutions about?
- This year?
- Over the next five years?
- Is it realistic to think that the resources will be available and that you can raise them?

5. Who will lead?

- Why must your organization take the lead in this effort?
- What makes your organization uniquely qualified?

6. What opportunities do you offer the contributor?

- An opportunity to take leadership in solving a critical or long standing problem?
- An opportunity to participate in building the kind of community that the contributor wants to live in?
- An opportunity to participate with others who share similar values?
- An opportunity to be recognized by those whose opinions you value?
- An opportunity to live and act consistently with their values?

Fundraising Campaign - Café in the Darkness

This is a great example of a fundraising event. It raises awareness about the organizational mission by a very clear explanation and personal experience and brings in a significant amount of money in the long term.

This campaign is organized by Světluška – the Czech Radio's Fund. Its mission is to bring the light to the blind. The campaign has been organized annually since the year 2006. In 2012 Café in the Dark got on wheels and a special dark bus is visiting CR regions.

Café in the Dark with blind waiters offers the first-hand dark-world experience. At the same time it brings the blind what they need most – an opportunity to work. Everybody can try and taste coffee in the dark. Various special events are organized in the cafe to promote the mission of the Fund. VIP stars are visiting the cafe and presenting their experience, singers are giving free of charge performances. The price of a coffee is 100 CZK/4 EUR. Visitors can also buy other items – a mug, t-shirt, pen etc. with Svetluška logo. The event can be also supported even without visiting it by the mobile SMS application. All the money raised goes to Světluška fund, which uses it for various projects for the blind.

There were 2,500 visitors of the café in 2006. In the year 2015 the blind bartenders have prepared and served 10,724 „pitch black coffees“ to 8,307 customers and earned 1,600,000 Czech Crowns (almost 70,000 EUR). The total income from the campaign during last 10 years is more than 8,000,000 Crowns (almost 300,000 EUR).

FINDING DONORS

Potential donors exist everywhere. Their identification is an important part of fundraising and improves substantially its effectiveness. We often hear complaints of this kind: "Let's not bother, he won't give us anything, he does not like us. He prefers someone else..." Let us turn attention to those, who could give us something. In the fundraising jargon this is called "potential donors" or "prospects".

Your sustainability grows with the greater variety of your donors, when they have the chance to supplement the failure, or loss of interest of one group of donors, elsewhere.

It is important to divide our donors into:

- **Potential donors** [presuming they could give us something]
- First time donors
- Those who gave us in the past

This is a key separation for establishing a strategy of working with individual donors. If a potential donor might be scared by a request for immediate help in case of need, this may not be the case with an established donor.

The distribution of donors / A model

Imagine your organization is in the middle of 3 concentric circles. In this "Bull's Eye" are those who are the nearest to your organization (members of your management committee, advisory board, main donors and the executives of your organization, including the professionals). In the surrounding circle are the active participants of your programs, your clients, members or subscribers and of course, your donors. In the outermost circles are those who share a similar interest with you, people who could become members of your organization, or supporters, your potential donors - those you still perhaps did not ask, thinking they would not contribute to your activities. Outside of these three circles then is an entire "universe", all those who, so far, do not know anything about you, nor you know about them. Your adversaries are there as well, or people with different opinions.

These concentric circles function as an atom. In the center, the nucleus holds your organization together. Its strength weakens away from the center. Those who are in the center are charged with attracting those in the outer circles.

The existence of these circles does not always have to be a natural part of every organization. It has to be kept in mind that you have to consciously and purposefully create these "circles" and to maintain them. The circle of your donors and supporters is not closed. The process of its creation and existence is dynamic and dependent on many factors. **You should expect to replace up to 20% of those within a circle annually, provided you take proper care of your "circles".**

Perhaps, you feel like you are wasting too much time with the question who could be our donors in this section, because you are eager to find out how to tackle them. But try to hold out and locate your donors with the help of the work sheet. It will pay off! If you were addressing potential donors in a random way, then according to the statistics, **your rate of success would be between 1 to 10 % [in exceptional cases] but, if you choose them carefully, the rate can be as high as 50 %.**

Work Sheet No. 5 / Donors List

Try to find as much as possible answers to the following three questions:

1. Which individuals that you know will contribute money to your non-profit organization, even though they may contribute less than you would like? [Consider current leaders, members, donors, family and close friends]
2. Which individuals and organizations have some self interest in the success of your organization and, if educated and asked appropriately, would be likely to contribute? [Consider clients, their families, professionals in related fields, vendors, supporters]
3. Which individuals or organizations do you think should be supporting your non-profit organization, but would likely require a great deal of educating and convincing first? [Consider organizations that rely on the well being of the entire community or organizations that contribute to the problems that your nonprofit tries to solve]

**Fundraising Campaign -
London hospices join Paul Carrack to release
Christmas single**

This fundraising event raises awareness and brings money from new or potential supporters. Donors can see the organizational clients directly in the campaign, touched not only by words, but by a whole range of senses. The uniqueness of this campaign is that 17 organizations cooperate to promote their mission to the general public.

St Joseph's Hospice has joined forces with 17 other London hospices to form an epic choir of 300 patients, families, staff and volunteers, aiming for this year's Christmas number 1 single with a cover of "The Living Years." The choir is led by Paul Carrack, who was also lead vocalist on the original 1991 hit. The multi-generational London Hospices Choir recorded their new take on the classic track at the world famous Abbey Road Studios and shot the moving music video under the direction of top Hollywood film director Annabel Jankel (Super Mario Bros, Live from Abbey Road).

All profits from the sale of the single will be divided between the 18 hospices involved, helping to support those reaching the end of their lives, and their families. The Living Years' by The London Hospices Choir and Paul Carrack is being released on December 16th. ["The Living Years" by The London Hospices Choir and Paul Carrack - OFFICIAL MUSIC VIDEO](#)

CHOOSING THE RIGHT FUNDRAISING METHOD

Choosing the right method is the very first step on the way to a successful solicitation. The following table shows a brief list of different fundraising methods and their suitability for the different groups of donors. But before you start to describe these methods we would like to give you another of the golden secrets of successful fundraising:

The resources are not provided by an organization to an organization, but by a person to a person.

By remembering this fact you can stay away from many failures and disappointments. **Effective communication and honest behavior** can open you any donor's door, even without the perfect knowledge of other fundraising methods. And without this, you can know everything about fundraising, but will lose a lot for your organization.

Methods of fundraising for companies and individual donors:

| | Entrepreneurs, Manufacturers Trading Organizations | Individual donors, Members, Fans, Public |
|-------------------------|--|--|
| Proposal Writing | ++ | --- |
| Advertisement | ++ | + |
| Events | +++ | +++ |
| Mailing | + | +++ |
| Using Phone | ++ | +++ |
| Membership | + | +++ |
| Face to Face | +++ | +++ |
| Bequest | --- | ++ |
| Employee Contribution | +++ | - |
| In kind support | +++ | ++ |
| Cause related marketing | +++ | -- |
| Contracting | +++ | --- |

More + = better, more - not suitable method

How can you choose the right method?

Advertisement / the less effective method, you do not see the person you ask personally, the contact is made from you [or the organization] anonymously to "all", the advantage could be that you can call for a great number of people, wide public.

Events / you could see the prospect and talk to him/her, but usually there are too many people in the event to have enough time to spend together, the contact is too short

Mailing / the personal contact is provided person to person helping by the letter, you cannot build the face to face effect, which is a pity, on the other side, you can write to much more people than you can speak to.

Phone/ you can talk to the person, it is much closer to the full personal contact, and helping by a sensitive voice you can be very successful. Again you can talk to more people by the phone than face to face.

Membership has the big advantage of a long-lasting relationship between the person and your organization, from time to time it is very useful to write members a letter, call them or meet them face to face.

Face to Face / the most effective method of all, offers all the advantages of personal communication, requires a big knowledge and experience and it is the most time consuming method from listed above.

Other criteria for evaluating various fundraising methods:

There is not only money you can get from fundraising. Hand in hand with the financial income you can develop also other strategic approaches, team work, volunteer management, public relation and image, etc. Some of the other important criteria include:

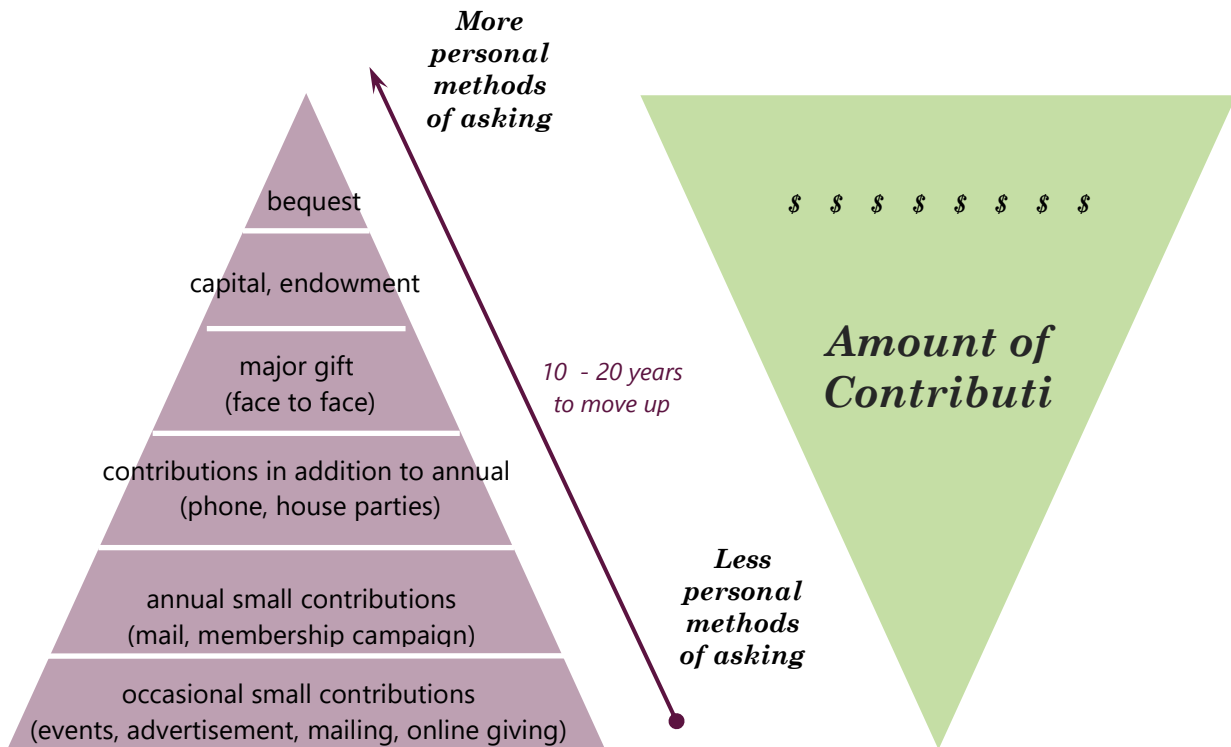
- The method generates public education and awareness of your organization.
- The method generates many new prospective donors.
- The method increases membership.
- The method increases the commitment and contribution of existing donors.
- The method produces a large financial return on time invested.
- The method takes a minimum of volunteer or staff time to carry out.
- The method does not cost too much money.
- The method is repeatable, produces money which is renewable year after year.
- The method produces money with the fewest possible limitations and conditions.
- The time you spend fundraising is not time which diverts staff and volunteers from your major purpose.
- The method builds volunteer and staff morale.

- The method develops skills and competencies of organizational leadership.

You can say that the contributions from the people are quite small and you should ask many of them to get some significant amount. You could argue that the individual fundraising methods are costly and time consuming and you would be right again.

The individuals can give you something you would hardly find with the other donors.

If you work well, you can count with a **long term support** of the individual and you can count with the fact that **the gift will grow year by year**. Step by step you can guide your individual donor and motivate him/her to become closer and closer to your cause. The very good tool for understanding how these methods work together is the "**Fundraising Pyramid**".



The Universe of Donors

From the bottom to the top it represents all kinds of different ways how to get money from individual donors. You could also recognize that the methods close to the top are more personal and the methods at the bottom are less personal. The opposite pyramid with \$\$\$\$ signs is the amount of money you can get from different pyramid levels.

You can ask why you simply do not use only the more effective individual fundraising method instead of spending a lot of time and money with organizing events, direct mail campaigns or

phone. The answer is quite clear. Do you remember the "Circles of donors"? **Only the people very close to your organization would give you the significant support.**

The fundraising methods in the bottom of the pyramid are not only for asking for money. Their other and maybe the most important role is to **generate new members, fans, friends of your organization.**

*We could rather speak about
FRIENDRAISING
than about fundraising.*

EVENTS

There are a great number of events you can organize to support your organization or project. There is no general advice how to do it and what is the best event. **Fairs, festivals, musicals, artistic or dramatic performances, lunches, dinners, auctions, raffles, athletic events, trip by train or boat, etc.** A special event also can be a public meeting with collection of money or a petition. The key is to find the right event for your case in the right time, for the right people. Remember that these people may be invited to events very often and try to offer something new!

The original idea can help you win.

Fundraising Campaign - Little Ducks Grand Prix

This is a fundraising event of a very small organization called IMY (translated like Also Us) dealing with parents and children with severe handicaps in their very early childhood. It is a difficult topic to explain in a positive mood. Fun can help a lot when approaching new potential donors to support the case.

Little Ducks Grand Prix is a race of wild yellow plastic little ducks on an even wilder river. You support the case by purchasing a starting number for the yellow duck that you are represented by in a one-day race. The cost of one small duck is 2 EUR. Usually people want to support more ducks and create their own racing team. You can also buy a big duck for 60 EUR with your logo or name presented on it (usually companies use this opportunity). If your duck wins the race you can win prizes provided by sponsors. The charity event is also a nice gathering of people who want to help on the banks of the river.

The event has been organized since the year 2012. In 2013 there were 1,400 ducks racing and raised more than 3,000 EUR. In 2016 1715 small and 53 big ducks raised twice more, almost 6,000 EUR. The race is also supported by more than 29 partners, including few governmental funds and private foundations and majority of local companies. Their support covers most of the event expenses, so the gifts can go mostly to the philanthropic purpose.

<http://www.pustkacku.cz/>

When you are organizing an event, the most important thing is **to have a good idea and a good group of people to realize it with**. You should, for sure, have **the people you want to invite** to the event. If you have no **experience** with organizing events, do not choose a very sophisticated one at the beginning.

*With organizing events it is always more work
than you expected.*

The key is **not only to organize an event, but generate money from it**. Sometimes we forget this rule and the event costs us more than we get. The difference between the "dinner for friends" and "fundraising dinner for friends" can be credential. The "resource seeking" part is usually the more difficult one to organize.

*To organize an event means to use all the other
fundraising methods together.*

If you want to start with individual fundraising, choose a simple event. It is fun, it is not too risky and you have a great possibility to train yourself and your staff in other fundraising methods. You will write a lot of letters, call many people for support, meet donors and ask them for money, organize volunteers and staff and do the planning of costs and income. We may say that the event is a **small model of the whole fundraising**.

Fundraising Campaign - Silent Auction for Environmental Education

Step by step journey towards the event success.

The very first thing for the event's success is a good selection of event visitors. In case of Tereza, there were donors and friends of the organization and potentially their friends which may be interested to become donors. The main purpose of the event was to thank recent donors and attract new ones, as well as collect money for a specific children project.

The place, refreshments and the auction catalogue were recognized as the most important motivation for new comers to attend the event. A fancy hotel (a recent donor of the organization) was asked to donate the space and food for one evening and variety of in-kind donors were asked to donate their products - cheap eco cosmetics, books and theatre performances, bio food and also art – about 80 gifts. The main goal was to attract most of potential donors from small donations (50 – 100 EUR) to greater ones (200 – 400 EUR). One key gift – a statue from a famous sculptor – was included to give the whole event a shine. The keynote speaker, a famous TV moderator and the auction moderator were asked to come free of charge. All of this had to be done about 3 months before the event.

Then invitations were distributed through the Tereza database and selected prospects (mostly companies which may be interested in collaboration). The invitation was signed by the organization director and the general manager of the hotel. To new people the invitation was distributed personally and with a reference from the recent donor or partner. All invited people were also reminded kindly via a phone call. About 300 people were invited and about 80 came.

All the event details (collecting gifts, preparing the catalogue, selecting the final program, preparing the paperwork for the auction, etc.) were done during the last month before the event. In fact, most of the staff of the organization was busy with the event in that time. All the staff of the organization was instructed whom they should connect and entertain during the event. This was done to be sure that the donors – recent and potential – will get as much as possible relevant person to discuss their specific interest and cases.

Over 8,000 EUR was raised and 30 new donors started to support the organization.

10 ways to increase the financial success OF YOUR event:

1. Make the event **repeatable**, so that costly mistakes of the first year will turn into income in following years.
2. **Get everything donated!!** Materials, food, advertising, sound equipment, space and work all need to be donated to make the event effective.
3. **Start small enough** that you can handle it, **but make it attractive enough** that people will want to come.
4. Start planning twice as far ahead of time as you'll need. If you consider you need 3 months to prepare, you rather start 6 in advance?
5. When the event involves significant advance costs, **establish a "break glass" procedure.** This is the date you can still cancel the event before paying the major costs or inviting the most important donors.
6. Use **merchandising** as an additional way to raise funds for the event.
7. Make sure that your organization runs the **concession stand** (a place/table where people can get the information, buy something, eat, etc.) which is most likely to generate a high income.
8. Make sure that a person with good organizational abilities is in a key leadership role for planning and conducting the event
9. Plan to **secure and protect any cash.** You can do it by establishing registering procedure for keeping track of cash, putting a secured collection box or having one person in charge of cash.
10. Media! Media!! Media!!!

And one recommendation at the end: **Do not forget to collect contacts of the event participants;** they could be much more valuable in the future than the money you raised.

Fundraising Campaign -

Buy a Runner!

This is a peer to peer fundraising campaign of VIA Foundation. The principle is very simple; people around the organization (employees, friends, donors) announce to their friends a personal running challenge. It can be to attend a race, to run a half-marathon, to reach exact time, etc. They invite their friends usually through on line tools like Facebook, emails, Twitter to support them. VIA Foundation arranged a special web page (www.kupsibezce.cz) where those interested can directly support their runner. All the money goes to the specific case of the foundation, e.g. in this case for support to small communities. When you support the runner, VIA immediately thanks you for the contribution.

This campaign has been taking place since 2012. In the first year 13 runners raised almost 4,000 EUR. The income increased in the first two years and then stabilized at the 8,-9,000 EUR level. The most successful year was 2016 with almost 9,500 EUR and 22 runners. The Buy a Runner campaign uses peer-to-peer fundraising. This means that each of the runners organizes his/her own campaign to collect support from his contacts for a goal that he/she has established.

One of the runners was Mr. Jan Kroupa: „My campaign was opened and e-mails sent out on March 20, 2016. The last gift was made on April 6, 2016. Note that one gift came on March 4, i.e. two weeks before the campaign - it was made by a colleague runner, because the application was ready long before I sent e-mails out. [...] Nevertheless, no one "finds" the site by accident: only people you ask to donate and send them the link do it, that is, some of them). 130 personalized e-mails were sent to friends, family, colleagues e.g. The original target of CZK 21,000/777 EUR (CZK 1,000 per kilometer of the half-marathon) was collected in 24 hrs. Additional motivation was announced when reaching CZK 25,000/925 EUR: "Who makes the total amount start with number 3 wins a 3-course dinner at my house prepared by me." Final amount raised was CZK 38,200/1415 EUR"

Peer-to-peer fundraising is a method of fundraising that leverages your supporters to fundraise on your behalf. It is a power technique that features two main benefits:

- **Builds Upon Existing Relationships:** Peer-to-peer fundraising helps scale relationship-building by tapping into your current supporters' respective networks—their friends, family, and colleagues.
- **Grows Awareness Organically:** When your supporters promote your cause and raise funds, they'll start with their family, friends, and colleagues. As they do, they'll spread the word and share your story and along the way, which will carry your message and mission to new audiences in one of the most effective forms of marketing—word of mouth.

Peer-to-peer fundraising comes in many forms. Marathons and birthdays are common backdrops, but almost any event or occasion that'll bring people together are great ways to fundraise via peer-to-peer fundraising.

Be Creative: Your fundraising campaign should be fun, engaging, and reflect the personality of your nonprofit – the possibilities are endless.

Set Up Your Platform: Create an online fundraising site to serve as a hub for your fundraising activity and for your fundraisers. This central platform is where your fundraisers can draw from in telling your organization's story and how their story connects with yours.

Coach Your Fundraisers: The great thing about peer-to-peer fundraising is that you coach your team of advocates; you've drawn up game plans, and even identified the captains among your team. They're the ones who are scoring the touchdowns; you're there to guide and cheer them along the way. Delegate and empower them by giving them pointers and tweaks to their performance.

MEMBERSHIP CAMPAIGN

When people attend your event, they could become interested in what you are doing, they spend nice time with you, they can see and feel your cause, they become closer to your "circles". **Keep their interest, motivate them to repeat their contribution**, send them a letter and ask them to become a member [friend, fan, etc.]. **There is one big difference between the individual person and the member** - the member will contribute every year, month or week or any other period. His/her small contribution will turn big simply by counting.

If you start a **membership development campaign**, the things you should do are:

1. Research your prospects

- Do they have any significant common demographic characteristics [age, sex, place...]?
- Are they involved in other organizations [political, social, welfare,..]?
- Do they have any lifestyle characteristics [hobbies, voluntary activities, habits...]?
- Are they already direct responsive [members, donors, subscribers, customers...]?

For getting the answers for these questions you should find out the right method of asking [it can be the focus groups method, mail survey, on/street survey or telephone survey]

2. Know how to reach your prospects

Different people are responsive to different advertising media and the costs of using each medium can be significantly different. The most usual is probably "direct mail" but you can also use the magazine or newspaper, advertising, radio and TV advertising, leaflets, transport advertising billboards, telemarketing, door to door, etc.

3. Have something to offer

One of the key elements of a successful membership campaign is the offer you make to your members. The benefits for members can be very different and must be appropriate to the organization's mission. They might include: *Information benefits*, such as newsletters, *token benefits*, such as membership cards and thank you letters, *prestige benefits*, such as photos and certificates and *throw away benefits*, such as different discounts, insurance and credit cards.

Make an offer to the prospects they can't refuse.

Those are the basic questions you should ask for the successful membership development:

- What special item/thing will members receive [newsletters, membership cards...]?
- What benefits will be received [good will, sense of involvement...]?
- What advantage does the prospect have if he/she responds now?
- Is it easy for the prospect to respond?

Fundraising Campaign - The Himalayan Patron

It is a membership fundraising campaign of a small development organization Brontosauři v Himalájích. Their mission is to improve the level of education of a mountain community of 3500 people. They implement their programs together with the school in the village of Mulbekh in India in Small Tibet. The mission of the campaign is to find 500 patrons, connect them with the community and raise enough money to support its development.

The campaign started in the 2012 with 7 patrons; in 2013 they reached 50 patrons, then in 2014 - 150 and in 2015 - 230 patrons, collecting together up to 50,000 EUR per year. They plan to reach the goal of 500 patrons till 2018.

Patrons can choose the level of their contribution. The average gift is 15 EUR per month; the most frequent gift is 25 EUR per month. They recruit their patrons mostly through events about life in Mulbekh and also by bringing volunteers and interested donors directly to the Himalayas (as volunteers for the school development).

The communication strategy with members is very personal and frequent. Almost every month they receive stories and results from the school life, pictures and also annually a special small handmade gift from the community. Himalayan Patrons have also privileged access to the organizational events like meeting with Dalai Lama, cooking with Tibetans or meditation lessons.

<http://www.brontosaurivhimalajich.cz/himalajsky-patron>

FACE TO FACE

You step on the fourth level of our fundraising pyramid, and last one in this hand book. The art of "face to face" communication is very powerful and if you learn how to do it, all the other fundraising levels are open to you.

*You need to ask the right person in the right time for
the right amount of money
for the right reason in the right way.*

You are standing face to face with your potential donor and you have limited time to convince them to support your organization. You personally represent a key element in the entire process of securing a donation. The donor will identify you with the project they are supposed to support.

You yourself are the guarantee of the project success.

You ought to feel what you say. Pretended interest and appreciation is hypocritical, and, on the other hand, servility can hurt even the best project under the sun. Foremost, be yourself in your negotiations. It is advisable to maintain to usual society norms during such a meeting: Greeting, smile, agreeable sympathetic conduct.

Your conversation ought to follow this pattern:

1. The overture

For starters, you and your potential donor should try to be as relaxed as possible. Talk of weather, family, holidays, of anything ordinary. What you need is the donor's willingness to listen to you, at least for a while. Take his/her mind from the problems he/she was dealing with till you arrived. However, do not kibitz or gossip needlessly, thus possibly wasting the purpose of this meeting.

2. The performance

If you have not met the donor before, or he/she is aware of your activities only peripherally, introduce him/her to your organization and the purpose of your visit. The donor will not be willing to listen to you for long at this stage, try to be as **brief, precise and convincing** as possible. It is highly recommended to limit this stage of your presentation to no more than 3 minutes.

*Do not try to explain everything at once,
allow the donor space [and time] for questions.*

Do not try to impose your opinions on the donor. Rather just outline the problem and discuss it jointly.

3. Free style

At this stage of your negotiation, you should try to hold the donor's interest.

Ask the questions and let the donor ask in turn.

Do not ask yes/no questions, choose rather open ones like e.g.: "What do you think about...?" Demonstrate that you are willing to discuss sticky questions about the financial situation of your organization, your members, professionals, etc. Do not defend; do not gloss over your weak point. If you provide the donor with adequate information, you will only facilitate his/her ability to decide whether to support your organization or not.

The more potential donor talks, the more he asks, the greater is the possibility he/she will give you money.

If you can entice the donor to talk, you can more easily discover why he/she is hesitant in contributing money, what is unclear to him/her, what is he/she interested in the most?

Support the donor's impression of being co-creator of your project.

Even if they say something you already know, you do not have to tell that to them right away. If they produce a brand new idea how to improve your activities, you should seriously take it into account.

4. Intermezzo

After a short discussion, you should take the initiative and sum up your program. Describe it again, briefly, and state what is it you are going to need, to carry it out. Now is the time for you to present your detailed budget, plans and tasks, while in the previous phase of the discussion you have talked about your organization or project in general terms, in this phase you should **talk about the specific project you wish the donor to support.**

Select a few topics of your project for which you are seeking support. Do not prevent the donor from expressing himself, be flexible, and try to perceive yourself what it is the donor is hearing. **The objective of this phase is to bring the donor's attention to your request.**

5. Attack

The last phase of the presentation starts at the moment the donor expresses his willingness to talk about a contribution. Perhaps he/she is going to ask you „What is it you are expecting from me?“, or be more polite and ask "How can I be of help to you?" But perhaps he/she will say nothing, and your presentation will run its allotted time, without this important phase - because you have missed the right moment.

Look the donor straight into the eyes and ask him/her for a contribution. You have the right to do so, your organization deserves the contribution. The donor is expecting this question and is just afraid of it as you are.

IT IS NOT EASIER TO BE ASKED THAN TO ASK

Ask for a specific amount!!!

Ask for a concrete item[s] or program[s]!!!

But most importantly ASK!!!

There are many examples which prove that even for well seasoned professionals this phase of fundraising is the most difficult one. You do not always ask for money. A donor can also provide you with an equipment or service, can give you a loan, join your club and pay the membership fee.

If the donor says yes, all you have to do is to agree on the amount of the contribution and how it shall be provided. The truly professional fundraiser can present the documents establishing a legal base for such cooperation, reach with the donor an agreement and work out the subsequent time schedule.

If the donor says maybe, or hints he/she might be willing, try to return to the stage two, and provide the donor with an opportunity to ask questions, or ask when you could call, or visit him/her again, and what kind of information can you provide further to help make decision.

If the donor says not now without suggesting when to contact him/her, call him/her back in about six months' time. This kind of answer, in many variations, is heard very often. The donor does not have the extra cash available, the cash-flow can be seasonal, or he/she needs an agreement of other people. This answer could also mean the donor is unable to turn you down, but does not want to support you. Do not become antagonized, or put off by such a decision.

Giving is not easy. A refusal to help is even harder.

You do not hear an outright NO at all that often. It should not affect you negatively. The donor has the right to refuse providing either a contribution or cash. Still, the first refusal does not need to be final. Give it a try again. Only after a third refusal it is advisable to end your attempts gracefully.

Listen carefully why the donor is refusing to support you. The reasons can be often insignificant. Do not take the refusal personally, but consider whether in this very instance you were the right person to request the money.

6. Parting company

Whether the donor supports you, is hesitant about it, or refuses outright, do not forget to exchange contact information with him/her, set a next appointment, or remind him/her of an event where the two of you could meet. Promise to the donor to keep him/her informed on a regular basis of your activities - and then deliver on that promise! And, of course, you have to THANK HIM/HER! Not only for the contribution, for the interest and attention, but also for the time he/she spent with you. **Your true feeling will be more effective here than your words.**

7. What then

Within two days of your meeting send the donor a brief letter, postcard, thanking him for his/her time and eventually for the donation he/she has promised. Keep the donor informed of your activities. Make sure to invite the donor to the events your organization holds.

*The same way you need a donor,
the donor should realize he needs you.*

Do not forget to promote your donors properly, provided they are interested in it. Most donors like to see their name at important places, occasions, events... Respect, if the donor wants to stay anonymous. Stick with what you have agreed on with the donor. You are obliged to spend the provided funds as agreed with the donor. **Your promise has to be your bond.**

RECIPE FOR A SUCCESSFUL FUNDRAISING CAMPAIGN

Ingredients:

the more you have, the more can be achieved

1. Strong, effective, and committed board/leaders of your organization

They are making time commitments to your organization, articulating the mission and program of the organization to others, recruiting new supporters for the organization and establishing the organization's long-term direction.

2. Broad base of recent/potential supporters and donors

It is large enough to move your program and fundraising forward, to be significant to the community leadership, supportive enough to clearly identify themselves as your supporters.

3. Strong, effective and committed staff and effective system for involving volunteers

A staff that is trained and experienced, with clear goals, objectives, timetables and ways to evaluate and improve their progress, looking for new ways to inject fun into the process of doing the work. The team should be managed by effective Chief Executive Officer who represents the organization both on and off the job.

4. Easily understood, relevant and effective program

A program that was developed out of a serious analysis of how to move the mission forward, which is clear and easy to communicate and produces regular and visible results that demonstrate the effectiveness.

5. Effective communication – fundraising case

Regular communication of activities, results, needs and opportunities to your supporters, between and among the board, staff, committees, volunteers, and members and regular use of the media to communicate with the broader public.

6. Realistic budget

Realizable in terms of income and enough expenses to carry out the proposed program and realistic in that you have enough opportunities, experience and leadership to raise it.

7. Spice of excitement and enthusiasm among Board, staff and volunteers

Generalized belief throughout the organization that it is moving forward towards your goals.

Cooking procedure for successful fundraising campaign:

- a) Set an overall fundraising goal - financial amount for the activity/project you need to fundraise for. If the goal is too big or the time to achieve it seems to be too long, break down the goal into sub goals (showing the financial progress of the campaign step by step).
- b) Identify leadership and personal support for the campaign. Take care that the selected team will have proper time for fundraising. If there is no time, no money will be raised.
- c) Identify the fundraising case and potential donors for the campaign. Group the donors to be able to ask them in ways and for amounts which are appropriate for them. Use a relevant database system to be sure that you cannot do a mistake in future communication.
- d) Identify the proper fundraising methods for the campaign and for the targeted donor group. Test the methods with a selected focus group of donors before implementing them broadly.
- e) Identify needed resources for fundraising including financial costs, needed volunteers and other necessary resources.
- f) Prepare a realistic timetable for the campaign. Reflect time for sub goals and include them to the time table as important terms.
- g) Include frequent celebration of accomplishments, for thanking and recognizing the people who helped and for evaluating the results of the efforts.

Enjoy the result! And if it is not perfect for the first time, do not worry. Every cooking takes practice.