

Gender Equity in Sport for Social Change

On-line Philanthropy & Diversifying your Fundraising Strategies

Gender Equity in
Sport for Social Change
Casablanca May 2007



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On-line Philanthropy & Diversifying your Fundraising Strategies

- Description: This workshop will focus on diversification of funding streams through internet based fund-raising platforms and self-financing strategies. Explore how technology tools can help grass-roots organizations increase awareness of their programs and diversify their donor base.
- Participant Skills:
 - Learn how the internet can be used as a tool to diversify fundraising and donor communication strategies. Global Giving application forms and support will be available during the conference for project leaders who wish to take the first steps to begin fundraising on-line.
 - Learn about organizations using income generating strategies for financial sustainability and determine whether this is an appropriate strategy to consider for your organization.



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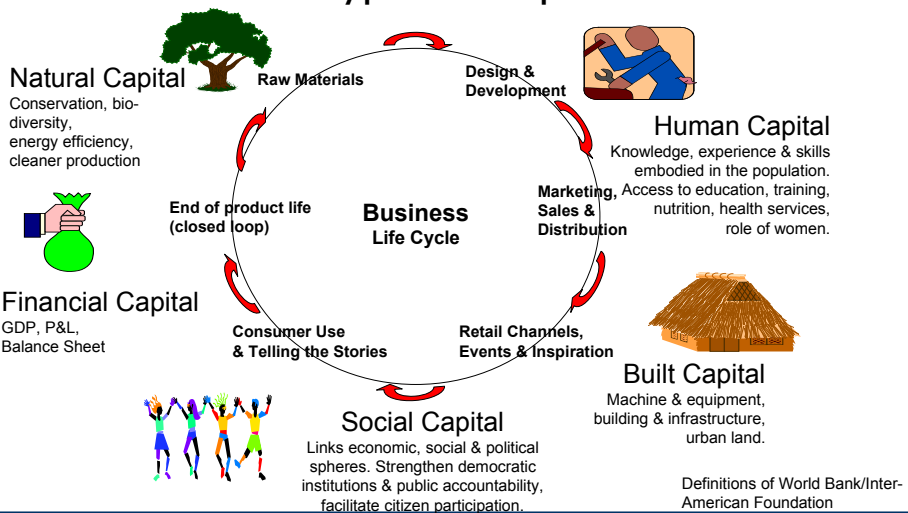
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Five Types of Capital



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Types of Donors (broad generalizations only)

- Global institutions (\$500k+): Multi/Bi-lateral donor agencies, multi-national foundations & NGOs. Complex, time-consuming proposal process, requires extensive up-front application time, but once funding is received there are few changes, donor management primarily through visits and M&E process. Want well documented process & outcomes.
- National institutions (\$50k to \$1m): Government agencies, donor agencies, large national foundations & NGOs. Understand cultural context, variable proposal processes, donor management and M&E requirements. Want to impact specific citizen groups.
- Private Sector/Corporate (\$10k to \$500k): Multinational and National. Start as a pilot, with potential for long term strategic partnerships. Simple proposal process, but expect quick turn-around, on-going interaction and the ability to react to learning during execution. Want a value-chain partner.
- Small Donors (\$10 to \$5000): Individuals and social networks of friends & family. May ask for donations to a meaningful cause rather than presents for birthday, wedding and other celebrations or remembrances. Want to make a direct person-to-person connection on a specific topic.



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Value Proposition

- A value proposition differentiates your organization from others and articulates the specific value you will deliver and to whom.
- Develop a strong value proposition:
 - Clear and concise
 - Focus on the **unmet needs** of your 'customers' - donors and beneficiaries
 - Helps you improve your operational effectiveness by focusing on what you do well
 - Differentiates your organization from others working in the same geography/issue
- Tailor your value proposition for different types of 'customers'



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How to Develop a Value Proposition

- Start with a SW(OT)
 - What are your strengths (core competencies)?
 - What are your weaknesses?
 - SW are internal, OT are external
 - Note: OT will be used later to develop market based funding & self-financing strategies
- Look at your mission/vision/purpose and key objectives
 - Are they aligned with your Strengths?
 - Are you dealing effectively with your Weaknesses?



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Value Propositions may stem from your mission, purpose or objectives:

- A self-help youth program linking sports with environmental cleanups, AIDS prevention, leadership training and other community service activities
 - create opportunities for young persons to develop physically and personally while engaging in community development
 - promote life skills and empower young people to participate in activities that affect them and their environment
 - mainstream citizenship and promote responsibility in environmental issues
 - Encourage many females to participate in sports thus providing many sporting opportunities and opportunities through sports for the girl child.
- Skills & Values through Sport, a character and morality building programme through sport, incorporating "Kicking Aids". A school-based sports program which incorporates sports skills in 9 codes, Olympism, Wellness & Environment that can be replicated nationally in deprived communities.
- Addresses community needs and national government goals. New job opportunities are created through appropriate education and training without burdening the national budget.
- Makes cheap, tough, repairable footballs, netballs and volleyballs using African skills and African leather. We build the capacity and accessibility of sport within deprived communities using sport as a vehicle for health education and awareness



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Tailoring a value proposition for different “customers”

- ? Mh20 works with young people to create graffiti art, perform rap music and design & market products for sale to a wide audience through shops, production houses, talent agencies and a recording company.
- ? Mh20 helps young people build entrepreneurial skills, tackle social problems and find their creative voice while securing a steady stream of income which in turn leads them away from participation in criminal or gang activity.
- ? Mh20 balances the goals of social and economic empowerment to draw and sustain young people.
- ? Recognizing the negative aspects of hip-hop culture, the members of Mh20 also talk through ways to promote gender equity and prevent violence, conducting all business of Mh20 collectively.



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Develop targeted value proposition for:

- Your dream donor
 - Be realistic based upon your SW analysis
 - Be consistent with your mission
- Evaluate your value proposition:
 - Clear and concise
 - Focus on the unmet needs of your ‘customers’ - donor
 - Helps you improve your operational effectiveness by focusing on what you do well
 - Differentiates your organization from others working in the same geography/issue



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On-line Philanthropy

- Where are you now?
 - “Free” email address
 - email address & use of an associated organization’s website
 - your own email address & website
- What do you want to achieve on-line?



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ePhilanthropy Foundation: www.ephilanthropy.org

- “The global leader in providing training to charities for the ethical and efficient use of the Internet for philanthropic purposes through education and advocacy”
- Market grew to \$4.5b in 2005. USA is ½ of the market
- Why use a website?
 - Communications/Education/Credibility
 - Donations & Members
 - Event Registration & Management
 - Prospect Research
 - Volunteer Recruitment & Management
 - Relationship Building & Activism
- Remember it is still about relationships not technology!



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What Works On-Line (ePhilanthropy.org)

- Tip #1 – Clearly display name, logo & mission
- Tip #2 – Register with local, state and federal authorities (as required)
- Tip #3 – Make it easy for donors to get quick answers to questions
- Tip #4 – Make sure your website uses encryption technology whenever you request sensitive or confidential information
- Tip #5 – Provide multiple opportunities & methods for gifts to be made both on-line and off-line
- Tip #6 – Post a comprehensive privacy policy
- Tip #7 – Provide quick documentation of gifts made
- Tip #8 – Provide on-line and off-line contact information
- Tip #9 – Provide method for communication/information/education (i.e. newsletter, etc)
- Tip #10– Provide information on how donations made are used to support your mission (stewardship)



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Global Giving: online marketplace for international giving

- Mission: Build an efficient, open, thriving marketplace that connects people who have community and world-changing ideas with people who can support them.
- Get on-line, without building a website, but be prepared to engage in a marketplace:
 - Think Small and Be Specific: Learn what donors are giving to and why
 - Access tools & resources: Lessons for creating a great donor experience, best practices from your peers, tools to promote your projects
 - Centralized track record and due diligence: A history of your organization's projects and complete due diligence
 - Donor tax deductibility: Enables US & UK donors to get involved in your work
 - Donor Feedback: Global Giving lets donors comment on your updates and projects
- Sport for Social Change Homepage at www.globalgiving.com/sport
- Project leader support & peer network at www.ggconnect.org



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Givers want:

- Tax Deductibility
- Transparency
- Trustworthiness
- Decision-making help
- Choice/control
- Impact

GlobalGiving enables:

- People to find their passion
- People to connect around shared interests
- Money to move to the ground-level efficiently
- Project leaders to find new donors and use the internet for marketing their projects

Project Leaders need:

- Access to donors
- Marketing help
- Track record/credibility
- Help with donor acquisition, retention and stewardship



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Global Giving Project Partners



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Global Giving: online marketplace for international giving

- When you post a project on GlobalGiving, think small and be specific. You are appealing to a range of donors, those who can give you \$5000 and those who can give you \$10. You can have people “adopt” your project and rally friends and family to raise the entire amount you ask for so we’d recommend asking for smaller pieces of your entire project. Here is why you should start small initially:
 - If this is your first outreach online, we recommend building a track record and posting smaller budgets, say in the \$10,000-\$20,000 range. This range seems more manageable when you have people who adopt your project. Donors say that seeing a smaller project need makes them feel that their donation would have more of an impact.
 - Be specific in what you ask for. Donors are drawn to projects where they see who will benefit, how they will benefit and what activities will deliver these benefits. It may be best to start with a smaller, targeted piece of the entire project budget
 - Break your project into a smaller component and make sure your donation options match accordingly.



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Sample of Fundraising Marketplaces & Networks

- Globalgiving.com (global)
- [Universal Giving](http://UniversalGiving.com) (global)
- [Changing the Present](http://ChangingthePresent.com) (global)
- [Kiva](http://Kiva.org) (international micro loans)
- [JustGiving](http://JustGiving.com) (UK)
- [CharitiesAidFoundation](http://CharitiesAidFoundation.com) (UK)
- Helpargentina.org (Argentina)
- Giveindia.org (India)
- [SocialInvestmentExchange](http://SocialInvestmentExchange.com) (S. Africa)
- [Greatergoodsa](http://Greatergoodsa.com) (S. Africa)
- Bovespasocial.org.br/English (Brazil)
- [JustgivingUK/FirstGivingUSA](http://JustgivingUK.com) (UK/USA)
- www.nabuur.com (NL volunteer network)
- Modestneeds.org (US or Canada)
- YouthGive.org (mostly US)
- Donorschoose.org (US)
- [NetworkforGood](http://NetworkforGood.com) (US)
- Givingworks.ebay.com (affiliate)
- [Catalogue for Philanthropy](http://CatalogueforPhilanthropy.com) (US)
- [Charitygift](http://Charitygift.com) (donation gift cards)
- [SixDegrees](http://SixDegrees.com) Badges (Network for Good)
- Justgive.org (US)
- [TouchDC](http://TouchDC.com) (DC area)
- [I Do Foundation](http://IDoFoundation.com) (affiliate)
- GreaterGood.com (affiliate)
- iGive.org (affiliate)
- MyCause.com (affiliate)
- [Donations Central](http://DonationsCentral.com) (in kind)
- [GiftsInKind](http://GiftsInKind.com) (in kind)
- [Goodwill Industries](http://GoodwillIndustries.com) (in kind)
- [InKind](http://InKind.com) (in kind)
- [MissionFish](http://MissionFish.com) (in kind)
- <http://www.ourmedia.org/> (video)
- <http://www.channelg.tv/> (video)
- <http://www.dogooder.tv/> (video)
- and many more, rapidly growing and changing



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NESST www.nesst.org

Nonprofit Enterprise and Self-sustainability Team

- “NESST is dedicated to finding lasting solutions to systemic poverty and social injustice through the development of social enterprises -- mission-driven businesses that increase the financial sustainability and social change impact of civil society organizations”
- Is self-financing right for your organization? NESST “Get Ready, Get Set” Steps:
 - Getting Ready - Understanding self-financing and the key risks & contributions it may have to your organization
 - Defining the Way - Assess your funding mix & the cost/benefits of fundraising versus self-financing
 - Assessing Readiness - Determine if you are organizationally & financially ready for self-financing & social enterprise
 - Selecting an Enterprise Idea - Identify the idea(s) which best meet your criteria and core competencies
 - Conducting a Pre-Feasibility Study - Determine which of your idea(s) have the most potential to achieve your self-financing goals. Requires at least 7 full days of time over a 4 to 8 week period
 - Feasibility Study - Requires 2 to 3 months
 - Business Plan - Requires 2 to 3 months



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NESST Methods of Self-Financing

- **Membership Dues** - A fee collected from nonprofit members or beneficiaries in exchange for some kind of product or service or other benefit
- **Fees for Services** - Fees charged by the NGO in exchange for a provided service, oftentimes a service capitalizing on some existing skills or expertise of the staff
- **Product Sales** - Selling products produced by or for the NGOs beneficiaries; reselling donated products; or producing and selling new products
- **Use of Hard Assets** - Renting out real estate, space/facilities, equipment, etc. when not in use for mission-related activities.
- **Use of Soft Assets** - Generating income from nonprofit-held patents, licensing agreements, royalties for intellectual property or endorsements.
- **Investment Dividends** - Dividends from active or passive investments of financial resources (e.g. savings, endowments, reserve funds, etc.).




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METHOD	EXAMPLE	PROFITABILITY/RISK
<p>Membership Dues A fee collected from nonprofit members or constituents in exchange for some kind of product or service or other benefit.</p>	<p>Your nonprofit provides a magazine to members and/or offers other membership services or products.</p>	<p>Membership dues can resemble an individual donation. The difference between a donation and membership fee is that the nonprofit provides something (product/service) in return. Often the least time consuming, lucrative and risky methods.</p>
<p>Fees for Services Fees charged by the nonprofit in exchange for a provided service, oftentimes a service capitalizing on some existing skill or expertise of the staff.</p>	<p>Your nonprofit provides consultation services to individuals, businesses or government agencies.</p>	<p>The true profitability of services is often difficult to calculate as many are subsidized by donations/grants. Pricing structures may be such that paying clients "subsidize" nonpaying or lower-paying clients (i.e., cross-subsidy). Services are often the most time consuming strategy but potentially lucrative.</p>
<p>Product Sales Selling products produced by or for the nonprofit's constituents; reselling donated products; or producing and selling new Products.</p>	<p>Your nonprofit sells its publications or products produced by your constituents as part of an employment generation program.</p>	<p>Like sale of services, the costs of making the product are difficult to recover (if one includes labor) and they are often subsidized by grants.</p>



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METHOD	EXAMPLE	PROFITABILITY/RISK
<p>Use of Hard Assets Renting out real estate, space/facilities, equipment, etc. when not in use for mission-related activities.</p>	<p>Your nonprofit rents out its conference room space for trainings, workshops or meetings.</p>	<p>Hard assets can provide a stream of revenues while also appreciating in value (although they can also depreciate). Hard assets can also pose some risk as they must be maintained from wear and misuse.</p>
<p>Use of Soft Assets Generating income from nonprofit-held patents, licensing agreements, royalties for intellectual property, or endorsements.</p>	<p>Your nonprofit endorses a product of a corporation, lending your name in exchange for a royalty fee.</p>	<p>Use of soft assets can be lucrative but can be highly risky, particularly for the nonprofits organization's reputation and public image.</p>
<p>Investment Dividends Dividends from active or passive investments of financial resources (e.g., savings, endowments, reserve funds, etc.).</p>	<p>Your nonprofit invests its savings in high-yield interest bearing accounts or mutual funds.</p>	<p>Few nonprofits have reserves or excess income, but some invest program funds not currently in use on a short-term basis. Stock-market investment can be highly risky, but maximizing income from interest-bearing accounts can be low risk.</p>



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Self-Financing Methods & Network Examples

Self-Financing Methods	Existing P/S* to Existing Customers	New P/S* to Existing Customers	Existing P/S* to New Customers	New P/S* to New Customers
Membership Dues			Fitness Gym (MYESA KYA)	
Fees for Service(s)		Victory for Life Camps (NL)	Video Editing Studio (SOMOHO-SA) Photography Studio (SOMOHO-SA)	Home Health Care (CWL - EGPT)
Product Sales/ Market Linkages		Fruit sales by homeless youth to local market (KYA) Bakery (SOMOHO - SA) Books, T-shirts, stickers (BR) Sewing Initiative (GNSC - SA) Sanitary Pads & u/wear (KKL UGA)	Football Production (A&K KYA) Art from Waste (SOMOHO-SA) Training books for teachers and schools (IEE - BR) Shea Butter sales (Mali) Handicraft sales (Tofulty EGPT)	CD and Video Sales to Sport-Culture market (AfroReggae - BR) Books, tshirts, buttons, stickers (Sou da Paz - BR) Hip-Hop culture products (MH20 - BR)
Use of Hard Assets	Stadium concessions for food vendors (KKL UGA)		Fitness Gym (MYESA KEN)	
Use of Soft Assets	Concerts (AfroReggae and Meninos do Morumbi - BR)	Referee/Coach training (AKWOF RWA)	Licensing agreement (IAS -BR) Concerts (AfroReggae and Meninos do Morumbi - BR) Homeless World Cup (Global)	Hip-Hop culture products (MH20 - BR)
Investment Dividends				

*Products/Services



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Market based fund raising & self-financing strategies

- Go back to the (SW)OT
 - What are your Opportunities?
 - What are your Threats?
- How to identify your best Opportunities?
 - Leverage your “5 Capitals”
 - Social
 - Human
 - Environmental
 - Built
 - Financial
 - Support your mission/purpose
 - Acknowledge the risks
- How to address your biggest Threats?
 - Advisors and Technical Assistance?
 - Capacity Building?
 - Outsourcing?
 - Partnerships?



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Sustainable Fundraising Keys:

- Understand your organizational strengths & weaknesses
- Understand your donors, their objectives & funding strategies
- Move to strategic diversification of funding sources without defocus
- Effective marketing of your organization to donors and the marketplace
- Delivering on your value propositions to 'customers'

OFFER SOLUTIONS!



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Break-out Workshops

- Evaluate your website with the ePhilanthropy process of tips & check list
- Learn how to get a project on the Global Giving fund-raising platform targeting small donors (applications available)
- Learn more about self-financing strategies with the NESsT process



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Sport for Social Change MBS Strategies

Mission-based fundraising to Mission-integrated revenue generation

ISSUE (Sport as a Tool)

HIV/Aids educate/intervene trainers/peer ed community ed workplace ed
 Gender; social inclusion
 Waste to Resource

SUPPLY CHAIN

Sport equip & uniform donation/material aid purchase produce design sell locally export
 Related services goods & services-food/beverages* video/photography music news
 Non-related products

*health/herbal drinks, stadium concessions, consumer products

BUILD CAPACITY

Sport industry player captain coach/referee trainer league pros
 Entertainment cultural creativity (graffiti/dance/music) produce/market to youth
 Leadership Dev.

PLACE TO

Participate & learn sport play watch train eat access services (health, internet, ed)

EQUITY/IP

Community synergy create nurture partner event management license franchise
 Leverage Brand Equity
 Intellectual Property (IP), networks & goodwill



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Snappy Project Titles & Summaries

- Titles (50 characters):
 - Who are your beneficiaries?
 - How are you benefiting them?
 - Where is the project based?
- Project Summary (200 characters):
 - What are you doing?
 - How are you doing it?
 - What will you accomplish?



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