From Vision to Action, Growing capacities for change in the IVS movement

Training on Strategic Planning and Fundraising

11 – 17 April 2015, Buenos Aires - Argentina

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INTRODUCTION

The training on strategic planning and fundraising is the second stage of the From Vision to Action project. This five-day-long training (from April 12 until April 16 of 2015) is the second stage of the campaign Vision to Action which aims to use the existing capacities and potential within the International Volunteer Service Movement to follow up on the strategic goals of the White Paper for IVS in the thematic area of Sustainability and Environment whilst enforcing the support measures; Networking, Capacity Building, Impact and Communication and Visibility. The training on planning and fundraising follows the first stage of the campaign which was a training on impact measurement and sustainability hosted by Vereinigung Junger Freiwilliger (VJF) organisation in Berlin from 21st January until 27th January of 2015.

The event was hosted by the Argentinian International Voluntary Service organisation Subir al Sur in Buenos Aires and was facilitated by Oriol Josa from CCIVS and Florencia Cadorini from Subir al Sur.

Objectives of the training

- Develop strategic planning and fundraising skills;

- Exchange good practices and tools, and analyse diverse kind of funds;

- Initiate synergies on different levels to open new access to funds;

- Open doors to a follow-up group on fundraising.

Participants of the training

The training gathered staffs, board members and volunteers from fourteen International Voluntary Service organisations from all around the world:

Asociación Cultural de Intercambio (ACI), Costa Rica

Brigada de Voluntarios Bolivarianos (BVB), Peru

Egyesek Youth Action, Hungary

EstYES, Estonia

International Cultural Youth Exchange (ICYE), Honduras

Jeunes Actifs dans le Volontariat et les Voyages Alternatifs (JAVVA), Belgium

Servei Civil Internacional Catalunya (SCI-Cat), Spain

Service Civil International Hong Kong (SCI Hong Kong), China

Subir al Sur (SAS), Argentina

Utilapu (SCI), Hungary

VIVE Mexico

Volunteer Action for Peace (VAP), United Kingdom

Volunteers Initiative Nepal (VIN), Nepal

Xchange Scotland

Young Action for Peace (YAP), Italy

Expectations of the participants

NETWORKING & SOCIALISING
- Learn about the other organisations and their structure;
- Exchange and have fun together;
- Exchange with the participants to empower oneself;
- Create a relationship between the organisations;
- Enjoy the diversity of the group.

EXCHANGE OF BEST PRACTICES & EXPERIENCES
- Learn new ideas and explore creative fundraising skills;
- Make comparisons with projects of different associations;
- Learn from the experiences in other IVS organisations.

STRATEGIC PLANNING & FUNDRAISING
- Learn and practice new tools and key skills about strategic planning;
- Have more technical knowledge in the fields of fundraising;
- Identify how to look for strategic stakeholders & funders;
- Learn key arguments and strategies to raise funds.

OTHERS…
- Feel empowered;
- Link several V2A projects together (sustainability, impact, planning, fundraising etc…

PROGRAMME OF THE ACTIVITIES

Day/ Time	Day 1	Day 2	Day 3	Day 4	Day 5
7:30 – 8:30	Breakfast				
9:00 – 10:30	Session 1 INTRODUCTION & PROGRAMME	Session 1 STRATEGIC PLANNING The organisational Pentagon	Session 1 FUNDRAISING "Perspectives of cooperation & development resources by Alberto Croce	Session 1 FUNDRAISING Planning fundraising strategies	Session 1 Pitch your projects!
10:30 – 10:50	Coffee break				
10:50 – 13:00	Session 2 Basics on strategy	Session 2 STRATEGIC PLANNING planning, follow-up & evaluation examples	Session 2 FUNDRAISING Good practices on fundraising Examples of IVS orgs.	Session 2 COMMUNICATION & FUNDRAISING	Session 2 Feedback and improving the projects
13:00 – 14:30	Lunch				
14:30 – 16:00	Session 3 Basics: on Networking and Partnerships	Session 3 STRATEGIC PLANNING empowerment through networking	Session 3 FUNDRAISING Good practices in local development	Session 3 PLANNING & FUNDRAISING in practice	Session 3 CONCLUSIONS & NEXT STEPS EVALUATION
16:00 – 16:20	Coffee break				
16:20 – 18:00	Session 4 Basics: on Finances and Fundraising	Session 4 STRATEGIC PLANNING in practice Planning the Change	Session 4 EXCHANGE & NETWORKING Argentinian orgs. & institutions	Session 4 PLANNING & FUNDRAISING in practice	
18:30	Evaluation groups				
20:30	Dinner				
Evening	Free night (Milonga)	Free night (Bomba del Tiempo)	Asado Argentino	Intercultural night	Farewell party

CHAPTER 1 – STRATEGIC PLANNING

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I. Brainstorming about the concept of strategic planning

The training started with a short presentation of the participants and the team. Then, the group went into a short brainstorming about strategic planning. The idea of brainstorming is to allow participants to have a relaxed, informal approach of a concept, encouraging them to share all thoughts and gather a list of spontaneous ideas that come into their mind when thinking about it.

After a brainstorming exercise, we could try out with this preliminary approach to strategic planning:

"Strategic planning aims at achieving a medium and long term vision, based on the values and mission of the organisation, being aware of the past and present culture of the organisation. It combines such vision with a realistic plan with do-able results for the future.

For the implementation phase, strategic planning needs to foresee monitoring and evaluation, to be flexible and able to adapt goals and actions according to the actualised results, needs and resources according to the situations and funds of the organisation.

Strategic planning is useful both for the general functioning of an organisation, and for the specific areas inside it: communication, fundraising and management."

II. Discovering strategy

The trainers organised an activity aiming to understand the importance of strategy, and the key points for its success.

Participants were divided in three groups and a mission was given to each group. They had to accomplish their mission and then present their feelings, achievements and failures during the activity. The analysis of such feelings, mechanisms and success/failure factors allows to understand strategy and some key elements for its success.

During the debriefing, at a first stage, groups just shared how they felt, how was the cooperation in the group and if they achieved the mission. (They didn't tell what was the mission, how it was communicated, etc.). In the beginning, it just felt like there was one team who worked great, and achieved the mission; another one that achieved it but felt demotivated and very strange; and another one which was not effective at all, felt frustrated and not comfortable on how the members of the team worked.

As a consequence, groups tended to look at the specific behaviours/situations as good/bad practices that made them success/fail: "we had very good communication and understanding since the beginning"; "we were having fun"; we had a leader; this person would not cooperate with the group, was on his own; etc.

Which are of course important factors, but the truth is that they were on the surface of something more structural: structural (strategic) questions that affected the result, and the group's response: that caused/obstructed good communication, leadership, understanding, focus.

FUNDAMENTAL ELEMENTS TO TAKE INTO ACCOUNT	STRATEGIC FACTORS
What we usually analyse in our team work, in our collective performance may be crucial points, such as:	But there are some strategic factors behind all those elements in the left, which influence greatly how a mission is accomplished.
The team work: having cooperation between people, good organisation, solidarity and reliability in all group members.	Time: Ok, this mission is wonderful, but do we have time enough to implement it? To prepare it? Enough time of enough people? Ensure that the tasks given correspond with the time available: if not, decrease the
Internal communication: The capacity to communicate the needs, to talk without causing conflicts, to	tasks (or the goal) or increase the

have all members or affected members with all necessary information, to have space for exchange.

Team is empowered/Disempowered: **When people have (and know they have) the capacities and possibility to complete a mission, to satisfy the needs of the team, to build the correct actions and strategies; when they are motivated and trusting: then their performance will be much better and powerful.**

Leadership: Having elements in the team able to be propositive, motivating, to provide a follow-up and/or a direction when it is needed, helps the group to go forwards with the goal.

Feeling of ownership to the task: It is vital for motivation, for empowerment and efficiency.

These are key elements for best results, but they are not "given" they have to be built by a strategy.
These are fundamental factors to take in account in the present of the organisation, to manage them for the best results... We could say they are TACTICALLY vital !

time!

Communication of the mission: Usually one problem for the implementation of the strategy is that teams are not aware, and do not understand fully what they are working for. A good transmition of what is the mission (why, what is going to happen, when, what are the tasks, the strategic objectives, etc.) makes teams much more aware and empowered to contribute to the mission.

Clear instructions: What do we have to do, really? Can you explain the whole process so that we will understand where these tasks are leading us and what we'll do with the results afterwards?

Resources: Expressed in the budget, present in the team (as human resources with different roles and skills), developed with the partnerships, organised in timelines, etc. Are resources well established? Can we solve the lack of one kind of resource with more of the other? Do more resources have to be achieved at some point to have next steps implemented?

Clear roles: Is everybody in the team inform about their role? It is fundamental so that each one makes their function(s), they feel comfortable in the team, they are empowered, no extra conflicts happen, etc.

Objectives: Objectives tell us what we want to achieve at the end of a task or an action. Everybody in the team understands the objective so they can give the best of their capacities to reach there. Clear, understandable, achievable goals.

Priorities and plan: Strategy is thought

as a mid-long term set of actions directed to achieve an important goal or vision. As strategy may include some complexity, different actions, development in time, all this has to be included in a good plan. Plans organise resources and actions in time, in a way that prior actions make next ones possible. In such plan, because many unforeseen difficulties may happen, there have to be priorities, so that if not everything is possible, priorities are the ones to which we will dedicate our main strengths and energies

These are questions which are linked to the STRATEGY, on the way it is designed and implemented.
Our teams may seem disempowered, discouraged, that teamwork does not flow, that there is a lack of ownership, a lack of efficiency or effectiveness, but very often it is related to external and long-term factors we should put attention in.

STRATEGIC FACTORS

Make a clear **communication** to all members of the team about what is the **mission**, what are the goals and what is the vision for the long-term strategy. Give them **clear roles**, and provide with channels for communication.
Ensure the strategy is feasible/ adapted in terms of **resources**: time, finances, materials and encourage **partnerships** to optimize resources. This will affect enormously the tactics dimension.

In the activity, the strategic elements were "hidden" into the instructions, and they would influence clearly not only the results but also the capacities of the teams to perform.

Notes:

- Strategy: A long term set of actions to reach a *long term* goal. What can be done to change the future?
- Tactics: Measures to achieve/ solve the *short-term* situations. What can you do now?

Goal elements activity

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GROUP ONE

General feeling right after the activity	Good communication, the members of the group feel empowered.

Mission

Six easy missions to do all together:
"All together solve these different missions:
- *Change your shoes with the other participants of the group. You can't wear similar shoes!*
- *Give a mate (traditional Argentinian drink) to each participant of the training.*
- *Go to the terrace, look at the sun and describe it in every language.*
- *Go to the kitchen and give a kiss to Manuel (the cook), then bring a glass of water to the meeting place.*
- *Swipe the working place. "*

Feedbacks: The participants found it fun and easy to achieve because they had many human resources (they were 7 participants in their group) and had easy tasks.

Analysis: what helps to achieve the goal?

The group decided to have a leader that would lead the conversations, make decisions and the rest of the members would execute. It was helpful to be able to distribute the tasks between the members; indeed everyone had one task and was able to go through all the missions. The group could not have achieved the goal without the human resources and the material resources such as pens, glass of water, broom.

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GROUP TWO

General feeling right after the activity	The group felt confused and stressed about the deadline.

Mission

The group had a task which was apparently achievable. "Understand and translate the following sentence in 9 different languages: "la ventana está abierta y el gato esta fuera de la casa. Write the phrase in 9 different languages."
<u>Feedbacks:</u> The participants found the task easy to go because they were able to ask to the other groups to help them translate in their language. But it was confusing to know if the mission was to look for a deep meaning in this phrase or just to translate.

Analysis: what helps to achieve the goal?

It is important to know the ultimate goal of the mission and to have clear goals. The element "time" is also crucial especially when there is short time. 'Partnerships' were essential because the group didn't have the resources to translate the phrase in 9 languages; they had to ask for help to the other groups.

GROUP THREE

General feeling right after the activity	The group felt chaos and lost. Felt like they were not effective and not able to communicate. People were focused in their individual mission, which was a difficulty for the team interest.
Mission	The mission as it was explains was not something easy to understand, was not communicated with a global sense, and did not help communication. "Each person is told an individual mission: one has an A4 to make 6 circles; one makes 2 triangles; someone makes a square, etc." At a second stage they are given a second mission: "With all these pieces you produced, form altogether an A4 design of a house with a sun and a tree". <u>Feedbacks:</u> The participants felt confused about the goal behind the activity and indeed had the feeling that their mission was not achieved.
Analysis: what helps to achieve the goal?	Having a clear idea of the mission since the beginning by all members will facilitate cooperation. (The mission, in fact, if communicated to all the team and all at the beginning, was very easy to fulfill).

STRATEGY & TEAMS

Strategy is an arrow that allows all members of a team/org. to go towards the same direction, giving a sense, a common plan, an understanding, time resources and a map of the (internal and external) partnerships to achieve the common goal with the limited resources. This arrow makes teams aligned in order to achieve difficult and crucial mission.

III. The strategic planning process

A. Scheme of the strategic planning

Here is one example of the steps that an organisation should take into consideration for a successful strategic planning process:

Participants working on organising the steps towards strategic planning

SCHEME OF THE STRATEGIC PLANNING
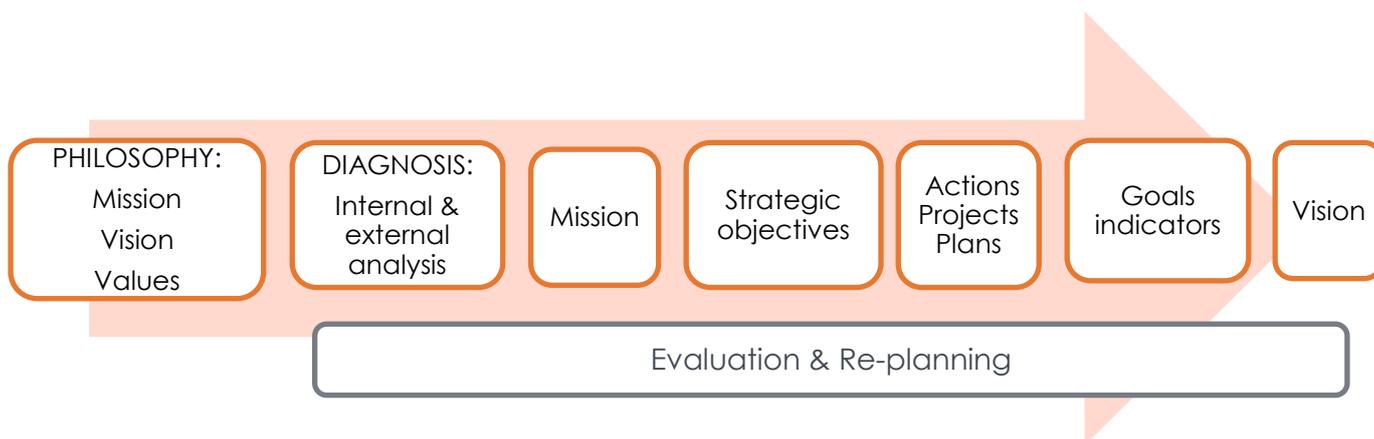
Mission: Our organisation is born to do what? In the case of CCIVS, for example, we could say that the mission is to represent and promote IVS all over the world, to empower the IVS organisations to reach together the higher goals of IVS.

Vision: It would be your final aim, how you want to see the world (or your reality) after many years of action, after big efforts sustained in time. It is the dream where you want to reach. For the case of the CCIVS, a possible vision would be: a strong network that with ownership by members that contributes to a world in peace where individuals and collectives contribute together to a fair and sustainable society, where conditions for a healthy life and happiness are guaranteed by the responsible work of each citizen.

This is the goal you put at the very end of your mission, of your strategy, to mark where you want to reach, so that you can plan your steps to lead you there.

Strategic objectives: The strategic objectives are the crucial achievements you need to get in order to be able to reach your vision. For the case of the CCIVS, to reach the vision above, some strategic objectives to get there would be:

> a) To have a strong long-term empowerment programme for organisations that trains professionals and activists with quality so that their contribution to social transformation through IVS is a quality and influencing one.

> b) An effective advocacy policy and network that allows to bring IVS related goals to relevant decision-makers.

> etc.

Such strategic objectives are complex achievements that will need a proper and planned action in the mid-term in order to achieve each of them. That's why we can organise our strategy in sub-actions (or sub strategy) that will include: goals, actions, resources, etc.

Goals, Actions, Resources: These are the classic elements we already manage in projects. Such projects should be the micro-implementation of the strategy. Inside the long-term strategy, there are several "actions" or "projects" that have to be designed and implemented to reach the strategic goals and the long-term strategy.

Monitoring, follow-up, evaluation: The evaluation is put below, with full purpose. It is a usual mistake to think of evaluation as an action which goes at the end of a process. In strategy, it is fundamental to make a regular follow-up and evaluation, re-evaluation and re-planning based on such evaluations. So that when we evaluate regularly, we are able to see what is not working, plan how to improve that, re-adjust actions, goals and roles, so that the final aim can be reached and the teams keep being in the track of the strategy.

The work in this exercise was intended to let participants exchange about their point of view and understanding of each concept; and about the order of the factors, which was a way to understand the strategic planning as a process, where all present elements are important.

After each group finished their modelling, we proposed a possible order, which is quite an accepted model, works well, makes sense, is our proposal

B. Diagnosis: internal/external

It is essential to make a good diagnosis, as a start for any strategy: where are we? What do we need? What do we have? What is there outside us that can help us achieve our mission? What is there that can become a problem? How can we, on the contrary, potentiate what we have and benefit from our environment?

In order to do that, people use several techniques and models that allow making internal or external analysis (or diagnosis).

1. SWOT: a widespread model for internal/external analysis

The tool that was more practiced and analysed was the SWOT analysis; taking the advantage that participants had some knowledge about it, and therefore it was possible to use the model to obtain data of their organisations that could help for next steps to strategise.

The SWOT analysis consists in analysing 4 main aspects of the organisation:

INTERNAL	EXTERNAL
STRENGHTS What are the elements that make us good; what differenciates us; what others like of us, what we like, what are our main capacities; etc. **Action**: How do we consolidate those strengths; and how do we use them to make our organisation stronger, and our strategy effective?	OPPORTUNITIES What's happening in the world (neighborhoud, city, region, country, international, global) that can possibly benefit us, that can open new doors for our action? Which stakeholder is doing what that can be good for us? **Action**: How do we use these opportunities in order to strengthen our organisation or implement our strategy?

WEAKNESSES What are the factors we are weak at? Which elements reduce our quality? What is less appreaciated?

Action: How can we proceed in order to improve such weaknesses?; or, on the contrary, to be the less affected possible by those weaknesses; so that they are not obstruct our good development.

THREATS: What in the world can put our organisation or our action in danger, weaken us? Who are the actors that can threat our well-being or development, and what do they do?

Action: What can we do so that those threats don't become a real problem? Can we turn them into oportunities?

Such an analysis can help us build an idea of "where to go" now. The part "action" that you can read in each cell is to be developed in a second moment, but (even if we use a different activity or model to build our plan) it is still useful to dedicate a time after analysing the situation with SWOT, to develop some answers for the "action".

Example of SWOT analysis

As an example, the participants of the training split in two groups to make a SWOT (Strengths, Weaknesses, Opportunities and Threats) for the CCIVS network and for an IVS organisation.

Participants working on the SWOT analysis

IVS ORGANISATION SWOT		
	Strengths	**Weaknesses**
Networking	- SCI/ CCIVS/ Alliance - Domestic networks	- Time consuming - Find reliable partners - Find opportunities
Capacity building	- Experienced/ Former members - Manuals	- Lack of experience - Sustainable workforce - Lack of direction and concrete target
Communication	- Organise a training in communication	- International field: lack of communication between internal

	Internships (communication in schools)	and external
Finances	- Transparency	- Limited resources - Strict requirements - Lack of fundraising strategic plan
	Opportunities	**Threats**
Networking	- SCI/CCIVS/ Alliance - Mayor of the cities - Domestic networks	- Reputation damaged - Competition
Capacity building	- Trainings of IVS organisations	- Social enterprise and NGO's lacking employees - Expensive for organizational needs
Communication	- Low budget, indeed alternatives such as social media and internet	- Hackers, spams - Legal requirements - Local council not communicating
Finances	- Community support	- Strict requirements lead to deadline - Delay in finances - Government decisions

CCIVS NETWORK SWOT		
	Strengths	**Weaknesses**
Networking	- High level representation - Proactive (CCIVS day, GM meeting)	- Not enough funds and human resources - VISA
Capacity building	- Project development (support) - Common campaigns (local to global level) - Grassroots work - Seminars and trainings to empower the members	- Not enough funds and human resources - Pool of trainers - Ensure wider representation
Communication	- Global campaigns: to reinforce volunteering - Sharing evaluation and results with goals	- Not enough funds and human resources - Lack of technical resources: internet connection, electricity - Time differences - Language, culture differences
Finances	- Being a platform to raise grants - Implementation on common projects	- Not enough funds and human resources - Find money to include all regions - Diversity in human resources with capacity to write in English - How to finance 30% or higher level reimbursement
	Opportunities	**Threats**
Networking	- Growth of representation and IVS movement	- Not enough funds and human resources

	- Need of coordination of international associations - Focus on Human Rights and Peace	- Political obstacles (visa, history …) - Health problems (Ebola, epidemics…) - Strikes
Capacity building	- Reinforcement and empowerment of organisations - Empowerment action on geographical focus - Advocacy action	- Not enough funds and human resources - Strikes - Participation
Communication	- Promotion of IVS movement - Volunteering actions - Plan of action	- Not enough funds and human resources - Volun-tourism - How media portrays volunteering
Finances	- Support local projects - Support local level IVS	- Not enough funds and human resources - Global economy - No attribution grants - Lack of transparency

2. Internal analysis

Below is a list and explanation of different models that can be used for an internal analysis.

➢ Value chain model

The model of the "Value Chain" by Porter is a model which is very commonly used in the for-profit sector (like other models we will find in the next lines). This model allows understanding how each area of an organisation contributes to provide value to the "product" or "activity" we do.

Le'ts put an example. "MegaShovel" is a company that produces...shovels (!). They buy materials for 1 and sell the "UnbreakableMEGAShovel" for 10. What happens in the middle, to produce a value of 9 (10-1=9)? Raw materials, wood and steel for one shovel, cost 1€. The industrial department transforms materials, for a cost of 2 and a final value of 4; the department R+D is the responsible of the formula that made the Hammer "unbreakable", it is calculated that the scientific department adds 1 € of cost per hammer, and adds 2 of value; the department of marketing and communication invented the concept of the "UnbreakableMEGAHammer" which is so successful in the market, and though it adds 0,5 of cost, it is calculated that adds 2 euro of value. Other admnistration costs are up to 1 €, and add little value to the product; finally, sales department and their distribution strategy cost 1€ and

add 2. So Value-Costs= (4+2+2+2)-(1+2+1+0,5+1+1)= 10-6,5= 3,5 margin per hammer.

What does this model help with? First it allows to analyse the contribution of each area, in terms of cost and value; to see how would affect an increase in cost (investment), in order to produce more value, or where some changes could be done to be more efficient (less costy), in each area. Second, it allows visualising how all areas are contributing to the same mission, how one affects the whole, therefore a common strategy to all of them is necessary.

How to pass the model to volunteering? We are hardly selling, our value is seen from other points of view,...We do, though, have departments, we produce social value at specific costs. So some parallel analysis is possible. However, as a possible model of analysis, it is already an inspiration and can be adapted.

➤ BGC Matrix model

This model is used to analyse the products that a company is producing/selling. It considers that there are 4 kinds of products:

- **Cows**: Are those products we always did, that have very little benefit, but you sell a lot of them. As you have as much market as you can, and not a lot of "new development" can be done, we should "milk" the cows. Take care of them: they are the basis for the stability of the organisation, a recognisable flag. Invest to ensure a good continuity or improvement, but don't drive your organisational changes through them; they are giving as much as they can.
- **Stars:** Innovative products that you are selling a lot and they give a lot of benefits. This is what everybody wants. The great idea. With stars you have to put your innovative practices and best efforts to get to the best results (expand the market, improve benefits,...)
- **Dogs:** Dogs are sleeping... They are not really successful, and they don't either give a lot of benefits. With your real pets don't do it, but with "dog products" in your office, better stop producing them.
- **?? Question marks**: They are the new project you are trying to develop; they look like they may be interesting socially, have potential of market, and to bring benefits.

What to do with them? Give them an opportunity, invest, and try to get market, so that they can become stars. But be attentive: they can also become dogs, and if so... assume they are dogs.

BCG matrix
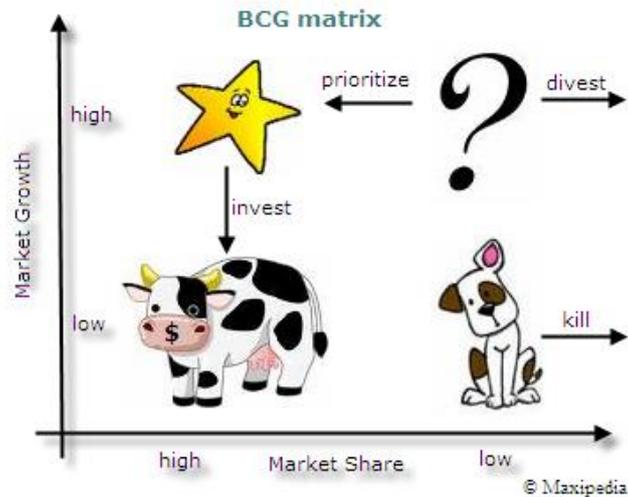
So, again, this model has a language which is very much corporative, for-profit. But could you try to find in your organisation, which of your activities are the cows; which are the stars; which the question marks; and which the dogs? And which actions would you do, now, that you identified them as such?

Example of BGC Matrix model within IVS

We could put some examples, here, in case it is not that intuitive. Let's take the example of an IVS organisation in southern Europe, for example.

We had clearly *a cow*, the cow we all love, which was our core activity: workcamps. We kept organising a regular number; our work was appreciated by volunteers, partners and institutions.

Our outgoing had been the star during three years (growing, bringing recognition and income), until we reached a maximum, and already had become a cow: we wanted to keep the number (around 700); growing from there could become unsustainable, and on the contrary it allowed to grow as an organisation until then, but now such income meant to balance the budget of a more consistent organisation. It was time to keep, to invest little by little, to grow little, and to care about the activity.

Now *the star* seemed to be the long-term volunteering programme: there was demand, and having someone taking charge of it, lots of placements could be done, with great results, in social and financial terms.

We had a big *question mark*; the short-term inclusion programmes with disadvantaged people, were we had expertise, local institutions were trusting on us for experimental programmes, and partners were offering to contribute. However, funding and security was not guaranteed by institutions, despite to

bet for the activity meant somehow a big effort from the organisation. What to do?

We also **had a dog**: After years of willing to promote a local initiative of trainings for youth institutions in the region (even if we had expertise; even if we had done huge promotion and institutions expressed interest), no funds were coming, and when they came, the little money received and the short amount of participants, never justified our huge effort for the trainings. Time to say goodbye...

Isn't it true that the model allows us to analyse, and to question and think strategies to be done for crucial cases?

3. External analysis

➢ Porter's 5 forces:

Porter's model of the 5 forces of market is a hit in business schools; everyone studies them, even if critically. But what about it? It can also be (surprisingly) useful for us.

Porter suggests that our "power" in our market or society is conditioned by the power or force of others: the power of negotiation of our suppliers; the power of negotiation of our consumers; the existing capacity to substitute our product; the barriers of entry to the market. The product of all these forces will determine the "5th"force: the degree of rivalry in the market.

- **Power of negotiation of our suppliers:** Of course if the company MEGAShovel would use materials that can only be supplied by few suppliers, such suppliers would have more power to impose their conditions: price, terms of payment, price of shipment,... On the contrary, if you can buy such supplies to many suppliers, you'll be able to choose price, qualities, terms of payment, etc.

- **Power of negotiation of your customers:** If you have many, you are stronger here (if, on the contrary you sell your shovels to 2 major distributors, they will have more power); if they are very organised (have associations, social media presence,...), their power will be bigger. If there are many others that make your same product, they will have more choices=more power.

- **Threat of Substitution:** Is it possible that your product is substituted by another? Will customers buy the competitor's stupid idea of

the CuteSUPERShovel? Or the innovative ShovelNOMORE? If such substitution is possible, then you'll be in a weaker position.

▪ **Barriers to entry:** Is it difficult to entry this market? Are there laws that make it difficult? Is there a monopoly? Is it necessary to make a big investment to enter the market?? You'll have more power if it you're there already and it's difficult to enter.

▪ **Level of rivalry:** Such rivalry is the result of all the former 4 forces above. This is the map, the court where you play, where you have your position and your strength, also compared to others.

Threat of New Entry
– Time and cost of entry
– Specialist knowledge
– Economies of scale
– Cost advantages
– Technology protection
– Barriers to entry

Competitive Rivalry
– Number of competitors
– Quality differences
– Other differences
– Switching costs
– Customer loyalty

Threat of New Entry

Supplier Power

Competitive Rivalry

Buyer Power

Supplier Power
– Number of suppliers
– Size of suppliers
– Uniqueness of service
– Your ability to substitute
– Cost of changing

Threat of Substitution
– Substitute performance
– Cost of change

Threat of Substitution

Buyer Power
– Number of customers
– Size of each order
– Differences between competitors
– Price sensitivity
– Ability to substitute
– Cost of changing

Example of Porter's 5 forces model within IVS

This model is SOOOOO business like!!!! So sure? If we try to make an analyisis, bringing it to IVS, results can be interesting for our analysis:

- **Power of negociation of suppliers:** Who are the suppliers of IVS? We could think of 2 possiblities: institutions; volunteers themselves; or hosts; even your international partners. Let's analyse a couple of cases: If institutions are considered your suppliers, because they give you grants to develop your activity. Are they diversified? Or some of them have a big influence in your budget, and therefore they can strongly influence your action and decisions? Let's think of volunteers: They can be considered suppliers, because they bring what you need in a workcamp: volunteers. Do you have as many volunteers as you wish? More apply than you can accept? (Then you can put conditions) You have less than you need and then you need to expand (then you may need to accept their conditions, think how better satisfy their wishes).

- **Power of negociation of your customers:** Arghhh! We have no customers! Ok let's change the name -even the concept-. If such role would be played by camp hosts, let's call them your local partners. Is there a lot of demand, and then you can choose the better conditions for you? Or you need them and you should bend more to their conditions. Again, from another point of view, "customers" could be substituted by "volunteers". The important is: put them in the map, and analyse.

- **Thread of substitution:** Here nobody discusses, everybody sees the thread. Volun-tourism companies are there, and they can take your volunteers. Organisations that are making youth exchanges, or even UNV and their short-term programmes. How much possible is it to substitute what you do for something else? It will mark our power there.

- **Barriers to entry the market:** How easy it is in your country to start an organisation doing IVS? To have partners? This gives you strength or weakness in this context.

- **Level of rivalry:** First statement, it is true that in our field, we don't compete. We mostly cooperate. This is one of our strengths, our signs of identity. We don't seek for our benefit against others but for a common benefit which is good for all. We can say so with pride and this makes us (and those who plays like us) alternative in this world. We can call this force the Intensity of Partnerships. This level ("level of rivalry" for companies; "Intensity of Partnerships" for ngo's in networks like IVS) is the product of the 4 precedent. We must have an attentive look to see in

which points (despite looking for the common good), the balance is going to the other or to me, and this is key for a negotiation or a development action. Even if we are not in a competition with most, there may be more rivalry or opposition sometimes with institutions or volun-tourism companies. But we will always keep our methodological asset: building together usually brings best results.

Such an analysis (answer yourselves the questions for your organisations) allows us to see our organisation in a map, to understand the correlation, where we are stronger, where we are weaker; and push/encourage/inspire us to find solutions to make our position better, our relations better. And for the case of this training, to know what is the starting point, and the needs of the organisation, for the strategy we want to build.

IV.   Networking and partnerships: key factors

Understanding the nature and importance of a network

The session has a key message: networks are built on the common needs and on the common values of members. Because the network can respond to important common needs of the members, the latest will see the interest in being part, and will invest in the network; if the network does not solve or respond to the interest of members, it won't work. Also, the network is built on shared core values, which are defended and will bring common methodologies and trust; if this does not happen, conflicts will arise and the level of ownership will be low.

A. Threading the shared needs and problems

The trainers brought an interesting activity to show the importance of being part of a network and the benefits that each organisation can have from it.

The activity aimed for each participant to share with the group about the needs and problems encountered in one's organisation. Participants were indeed able to realise how they are all related by similar problems and indeed how to look for solutions together. The activity also aimed for the participants

to learn about the way some organisations overcame their issues. The network net was materialised during this activity by a ball of string passed from one participant to another, creating a great net of organisation's shared needs.

Shared problems of the organisations represented during the training:

- Have more funds;
- Have more visibility, marketing recognition and communication;
- Have more incoming and out coming volunteers;
- Have local/ government recognition;
- Find more partners in the local level and implement more regional groups;
- Problem of the local context influence;
- Problem of difficulty to obtain visas.

If these are the shared needs by partners, the network and their partnerships should be a space and resource to satisfy such needs.

B. Finding solutions through the network

The group selected some examples of problems within the organisations and tried together to find solutions for them. This exercise shows the benefit of being part of a network which allows each organisation to find solutions to their problem as a team.

Participants working on finding common solutions

Problems	Solutions
Bad perception of Honduras by the international volunteers who don't wish to come on workcamps in Honduras	• Marketing in Honduras • Marketing with other organisations in the network (for example become partner with two organisations for a 2 day campaign)
Social information/ Impact and quality of workcamps	• Create a quality network within the network • Promote within the network the social movement in different fields (for example Human Rights) • Strengthen global campaigns (for example: Raising Peace, Freedom of movement)
Have political media engagement alongside workcamps to increase awareness on the activities	• Political engagement strategy • Invite politicians • Create criteria and then accreditation

C. Networks mapping

A session on partnerships was worked through Fundacion SES methodology for mapping partnerships.

There are 2 phases to this analysis:

➢ **Making the map**: Placing "all" partners and stakeholders in a map. Who they are, what we do with them, what kind of relationship we have with them and how much satisfactory it is; these may be the first reflections while constructing the map. Following FundacionSES' methodology, we can place such partners at different levels in the map.

➢ **Deeper analysis of map and relations**: Once the map is done, it allows us to look at it and see how we are placed in the field of relations. This allows a second step, which is to reflect more deeply which relations should be closer, may be strategic enough for the organisation (or maybe important for a strategy or an aim we are building on) as to develop a strategy to strengthen such partnership (or to bring it closer).

The map, in this case, allows us to see how far we are from our goal, with whom else we can count, and whom else can be benefitted/affected by our new developments.

Regarding the distance, as with many strategic exercises, we can use the distance from where we are to where we want to be, to write the goals we need to achieve in the path (strategic goals), the actions to perform to reach there.

The categories of relationship proposed in SES model are the following (from less developed to more developed):

- (Institutions yet to know): This is the outer space; we know there are very interesting organisations out there but we don't know even who they are.

- **Recognition:** (Pink color on the map) The institution or organisation knows your existence and aknowledges your existence and role.

- **Mutual recognition:** (green color in the map) There is a mutual knowledge of the roles and position of each organisation, but no professional interaction. There may be mentions by each other and conversations in events, institutions, etc.

- **Partnership:** (white color on the map) The organisations work together in specific initiatives, key people are identified in this relationship and there is a communication flow.

- **Cooperation:** (red color in the map) Organisations are close to each other and develop initiatives together, in a good level of confidence, planning together, making decisions together in common iniciatives.

Of course when we get to reality, the borders between 2 consecutive categories are blur, yes. But they are orientations to understand where our relationships stand, and to where we'd like to improve them (with whom).
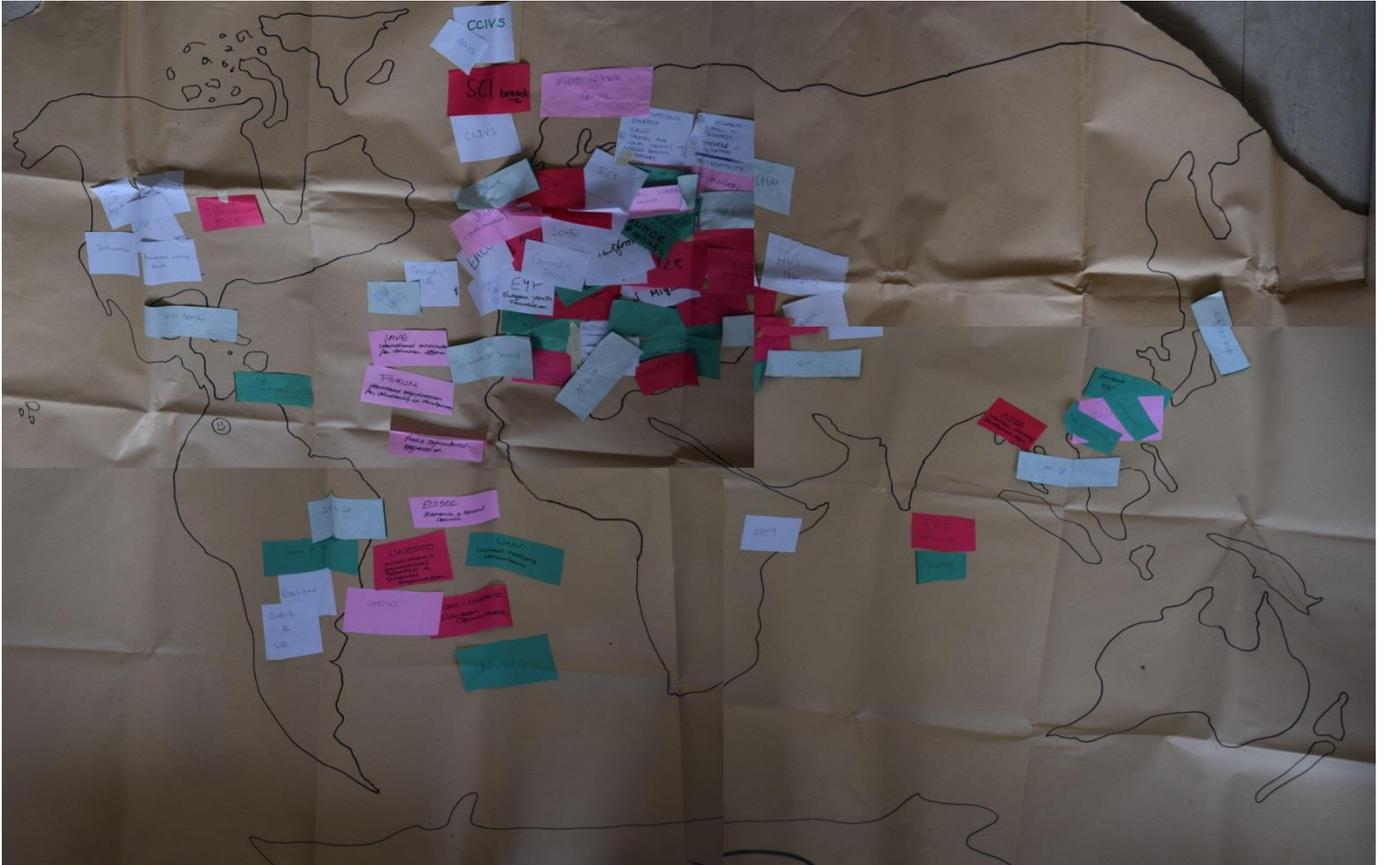
Networks are huge resources. It takes decades to build such spiderwebs of confidence, working methodologies and shared resources that networks can offer. Partnerships and networks are, therefore, very powerful tools that can help to develop our goals and our needs.

If we can release the power of their complexity, our organisations and strategies will become much stronger. As showed on the map, most of the relations are partnerships, it is indeed important to think about moving the partnerships towards cooperation, which is the highest level of relationship.

V. A model for strategic planning: the holistic approach of Fundacion SES and their Theory of Change

The training welcomed Rolando Kandel, coordinator at SES foundation to share the *Theory of Change,* an organisational development model which develops strategic planning tools that can be applied within the movement.

Rolando Kandel sharing the Theory of Change with the participants

A. SES foundation and Fortalezas programme

SES foundation is a social organisation based in Buenos Aires, dedicated in the promotion and the development of different strategies to develop the social inclusion of teenagers and young people with fewer opportunities.

The acronym of the organisation responds to three founding values of the institution: **S**ustainability;

Education;

Solidarity.

The philosophy of the programme "Fortalezas" ("strengths) is to work with the strength of the youth and focus on what they have rather then what they don't.

SES foundation works to empower small and local organisations in the field of youth. The organisation developed a methodology and a programme called "Fortaleza" working with young people who do not beneficiate from their right to education and to find a job.

Indeed, SES Foundation works with the organisations and makes a diagnosis allowing them to establish a strengthening plan. During the whole process it is important that the organisation believes in their ability to improve.
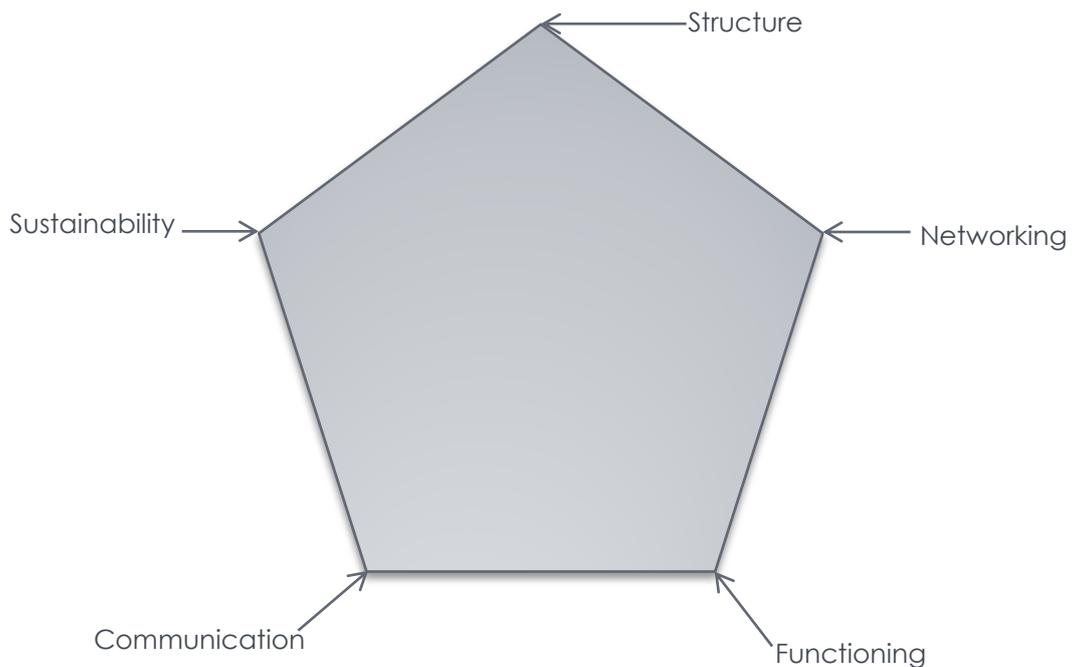
B. The theory of change

The pentagon is the image used by the theory of change to represent the development of an organisation. Each corner of the pentagon refers to a fundamental theme considered as being a part of the development:

> **STRUCTURE** the legal aspects (status, members), the strategic plan, the infrastructures (equipment) and material condition to develop the activities of the organisation;
> **FUNCTIONING** the internal management (intern communication, decision-making process);
> **RELATIONS** the partnerships (strategies, agreements with state organisations, NGO's, universities, private sector) and the networks (local, national and regional);
> **SUSTAINABILITY** the pacification of fundraising (strategies of fundraising and human resources for the fundraising) and sources of financing allowing the financial capacity of the organisation and assure the continuity of its actions;
> **COMMUNICATION** the communication and the external image (internal communication strategy, publications) which gives visibility of the action following a strategy.

The theory starts by making a diagnosis of each theme allowing making a general institutional analyse and indeed plan an empowerment.

E ach theme of the pentagon has crucial aspects for the development and the existence of the organisation. Ideally, the organisations should be fully empowered when all the aspects are gathered.

C. Applying the theory of change

As an exercise, participants were asked in group to do a pentagon of their own organisation applying the theory of change in order to look together for empowerment.

Participants learning about the theory of change and applying it to their organisation

Pentagon's feedbacks & conclusions

| If we change the organisation | We can change the projects | And indeed, change the life of people |

After the exercise concluded, it looked like communication and sustainability would be the two main dimensions to improve in IVS organisations, whereas the structure would be the strongest dimension. It is important to have a strong communication as from communication the other dimensions would automatically improve. Present organisations don't have strong local networks but they do have good international networks. Participants concluded that it was difficult to have partnerships with the private sector and that it was important to have an external intervention/ consultant in order to have an external point of view of the projects, the communication and the campaigns.

The chain of results

All axis of the pentagon are interrelated and affect crucial aspects. If one of the five aspects is weak, that angle of the pentagon will be smaller and unbalance the whole pentagon.

CHAPTER 2 – FUNDRAISING

CHAPTER 2 - FUNDRAISING

I.   The source of funding

According to the source of funding for each organisation the group divided into 3 groups accordingly in order to think about their main fundings:

	International funding	National funding	Members participation fee
Description	- Most of all organisations represented had European funds except for BVBP Peru which obtains funds from Canada. - European funds represented 2/3 of the funding of the organisation. Mainly Erasmus +, EYF etc.. - Several organisations opt for ethical funds meaning to refuse funds coming from companies with non-ethical principles.	- In the same country there can be different strategic planning regarding fundraising. Some may decide to have government funding whereas others will refuse and prefer private funder. - Some organisations refuse to have money from governments in order to be independent. It appears sometimes that that the private funders are more ethical than the government, in South America for example.	The fees are balanced regarding the projects.
Challenges	- Take into consideration the changes. - When writing the proposal it is important to know to whom it is addressed to and adapt. - There are competitions between NGO's to obtain funding.	Decide who the organisation wants to work with, which companies, regarding which ethics, private or public, governmental funding? Etc.	- Difficulties about the exchange rate because it changes all the time and the fee have to adapt to it. - The methods of payment is not accessible for everyone. - Having a participation fee does not allow everyone to access the workcamp.
Comment	It is important to find a balance between the sources of the funds.		

II. Sharing fundraising best practices

A. Alberto Croce – overview of the world's resources

Alberto Croce is the founder and president of the SES Foundation; he is a popular educator and teacher. Participants gathered with him to exchange on long-term perpectives on development and world's shared resources.

All the organisations present at the seminar need resources, not only financial but also in term of human resources. Alberto wanted to give participants a bigger vision of the world's resources problem in the world:

"Training, volunteering, sharing and studying is a wonderful way to make things change, indeed, the change can come from each individual." Alberto Croce

Alberto believes that if 3000 euros wage per family was the average then everyone would lie more or less fine. Indeed, the problem in the world is not the amount resources as there are enough to do many things. The problem is the resources allocations. The reason why organisations don't have resources is diverse and multidimensional. After World War 2 and the creation of the United Nations, the world was divided in three categories: the

Number of people in the world: 7000000000

750 euros x 12 months = 9000 euros (one year average wage of people's income)

4 x 750 euros = 3000 euros (average wage for a family of four incomes)

rich, the middle income and the poor. Indeed, rich countries started to believe in the need to help the low-income countries and to forget about the middle income countries. These latter are the majority of the countries, whereas the poor countries are very few. In the middle income countries there is a majority of people living in poverty, indeed the poverty is hidden because they are not the poorest countries. This configuration of the world justified the fact that the cooperation are going outside of the countries.

Moreover, there is a new situation of governance in the world, because some countries are part of the 5 BRICS countries (Brazil, Russia, India, China, South Africa) they are the five national emerging economies. Historically the G7 was

the influence of the world, but with the BRICS we realise that countries with low income can have the economic power and influence.

Alberto Croce with the participants to the training

If every rich country would invest 0.7% of their annual budget, the development for the countries would be possible, but unfortunately only five countries in the world accomplish this commitment of which Sweden and Norway.

What can we do to change this unfortunate picture of the world? To a complex problem a complex solution has to be found, it is not possible to simplify:

➢ Possibility to change little by little locally. "Many small people, in small places, doing small things can change the world." Eduardo Galeano.
➢ Training, volunteering, sharing and studying is a wonderful way to make things change, indeed, the change can come from each individual. They have the capacity to act together and to think together. In all countries there are people with ethics and values, it is important to put these young people in contact to see the change happen.
➢ Social actors are needed to change the policies, such as IVS organisations.
➢ Participation of the private sector in the social sector. Blending the two sectors together, the private sector investing in the social sector.

B. Fundraising strategy of Uniendo Camino foundation

Uniendo Camino's team

Uniendo Camino foundation is an Argentine civil society organisation which emerged ten years ago. They are dedicated into education as a tool for social inclusion and indeed accompany children, youth and low-income adults to complete their studies and personal projects.

"Uniendo Camino is dedicated into education as a tool for social inclusion."

Uniendo Camino has more than 130 volunteers working with the staff towards their vision.

Uniendo Camino's strategy

- **SOLIDARITY PARTY**
  They organise one solidarity party per year to increase the visibility of the organisation. They have celebrities coming to the event to coordinate the party.

- **INDIVIDUAL DONORS**
  They have 440 private donors for an average of 119 ARS per month collected. By using a call center they manage to have a campaign for private donation and encourage their donors to increase their donation or to invite a friend to become a donor.

- **CLOTHES MARKET**
  This event doesn't need a big investment but allows gathering many fans and donors and indeed permitting to increase the visibility of the organisation. This clothes market works because people don't get bored of buying clothes. The idea is that individuals give away to the organisation clothes that they don't use but that are in perfect condition. The organisation will then sell them as second hand during the event and all profits are used for their projects. At the beginning when they first started to launch this event it was small but today they are able to organise two clothes market per year (summer and winter) of two days each and they even have some clothes companies who give away free new clothes to the organisation for selling on the event. In order to give more visibility to the event and to have individuals give away their good conditions clothes, Uniendo Camino created flyers with catchy slogans such as "Ponete linda hace algo lindo" (Wear something pretty, do something pretty).

For more information: http://www.uniendocaminos.org.ar/

C. Fundraising strategy of Social Opportunity Group (SOG)

Benjamin Whitaker, managing director at SOG

Social Opportunity Group aims to actively support current generations of South America in creating healthy and livable communities. Their current project "Food for Thought" aims to provide support through nutrition and learning for underprivileged children of Gonett in Buenos Aires, Argentina. In order to raise funds for their project, SOG built a strategy.

<u>What not to do:</u> some charitable organisations hound strangers in the streets, but in fact this method scares people and it paints a bad picture of the organisation.

<u>Under what circumstances people will be willing to donate money:</u>

- If people get something of quality in return;
- If people are looking for a market of conscious consumption.

Key goals of fundraising

- Raising money;
- Producing quality products;
- Promoting our social impact;
- Spreading the word and building networks.

SOG's strategy

- **CAFE IN MELBOURNE**

  SOG funded a social enterprise in Melbourne, which is a café and coffee shop.

  Key planning goals:

  1. Producing quality products: the managing director of SOG strongly believes that customers will buy a product and will become loyal customers if the product is of very high quality. Indeed, they make sure to have a very good quality coffee served and sold in this café;
  2. Raising money: all profits of this café go to financing the project Food for Thought;
  3. Promotion of our social impact;
  4. Spreading the word and building networks.

- **FUNDRAISING EVENTS IN AUSTRALIA**

  SOG organises party events in order to raise funds.

  Key planning goals:

  1. Raising money;
  2. Promotion of our social impact;
  3. Spreading the word and building networks;
  4. Producing quality products: here the product is a party where people can consume free alcohol included in the price of the event's ticket, party and live music that SOG was able to get thanks to the network they started building.

- **LATTE ART EVENT**

  Latte art is a method of preparing coffee by creating patterns or designs on the surface of the foam. SOG creates latte art events to raise money for its project.

  Key planning goals:

  1. Producing quality products: the quality of the latte art is the main reason why people come to the event;
  2. Raising money: when people come to the latte art they consume coffee in the Melbourne's café allowing making profit;
  3. Promotion of our social impact: even though the persons who come to the event are not coming for the social impact behind, it is important to have a talk during the event in order to inform on the projects of SOG and to explain where will all the profits go to;
  4. Spreading the word and building networks.

More information: http://socialopportunitygroup.com/about-sog/#page

D. Discussion groups on Fundraising topics

Summarizing the source of funding

Resources coming from funding

- Money
- Materials: for using / for selling (Example: cookies sold by ICYE Honduras)
- Structural funds (office, computers)
- Capacity building
- Human resources

Activities to raise funds

- Actions
- Events organizing (Example: diners, selling clothes, lotteries)
- Social entrepreneurship (have an activity to finance your organisation)

> LET'S GO DEEPER INTO FUNDRAISING
>
> ➤ Identify your needs
> ➤ Research (possible funders)
> ➤ Make relationships with the possible funders (contact possible donors)
> ➤ Apply for funds
> ➤ Make relationships
> ➤ Loyalty of your donors (get them involved in your organisation)

After several sessions on fundraising, some contents were outstandingly needing a reflection, a discussion, and therefore a session was dedicated to debate on them.

The group of participants was divided in two and they were asked to reflect and discuss on two different questions:

➤ Business approach and IVS: how? Goods and Bads.
➤ How to empower your target through the fundraising action that you are doing? How can fundraising plans empowers your staff, stakeholders and volunteers?

Several discussions during the training led to the need to open a space to debate about the business approaches when we deal with ngo's; relationship with corporations, etc.

Here a first vision of inputs by participants on the topic

Positives	Negatives
- Consistency: have a targeted communication; - Measure the return on investment; - Influence the private sector activities by implementing the IVS mission and vision. Become the actors of change; - Opens doors with companies to sponsor activities; - Business model has tools that IVS organisations can adapt and use; - Provide companies with solutions and empower workers; - Client/ producer relationship can be adapted; - Differentiate the product; - Market research; - Fundraising and networking are related closely and should work together; - Would allow to have a better external view; - All IVS organisations are experts in the field.	- Ethical problems may arise; - The context is changing for international volunteering; - Each organisation has a different vision.

After several inputs by all participants there were some concluding reflections, to be taken in account

First of all, it is needed to distinguish 2 main topics in the discussion:

A first one, is about our relation to the business models approaches to management and communication. A second one, about how to decide in the case of possible funds coming from for-profit companies and their CSR programmes.

Business models and the IVS ngo's management

In short, a main conclusion would be that the goals of our organisations are different than those of most of for-profit companies. Therefore our action and management is different. However, the for-profit sector has had very high-level

professionals and investment to produce models (and experiences) which can be enriching, if we are able to translate their models to our way of doing and thinking.

(Specific examples of successful use of business model approaches for strategic planning were shared, for example, by Francisco from ACI Costa Rica)

An example of such *translation* can be found in the internal/external analysis models (value chain, 5 forces by Porter, BCG group) presented in the chapter above.

A main question is, therefore, first how we can translate, and second how we can introduce critically our values and methodologies in such methods so that they will lead to the goals we aim, avoiding to fall in one crucial confusion: it is not that we also should look for the goals they do, and not that we should "shoot with their weapons"; but it is that we can use their methodologies, putting our values and learnings inside them, to benefit from their experience and knowledge.

> *The main question in the previous chapter was to translate the business model approaches to IVS. In this chapter the question is about translating the profit companies' funds strategy to our organisations by introducing IVS' values and methodologies.*

About for-profit companies' funds: Again this debate is quite difficult to have in a constructive way if we don't distinguish several elements:

- **Accepting public/private funds:** Usually, one of the questions about accepting one source of funds or another is the guarantee of independence; in different regions it is seen differently: for some, only private funds guarantee independence; for some, it is the contrary, public funds allow you not to depend on company's interests. In different parts of the world, there are fewer chances to reach public funds (Asia, America), and therefore using companies' funds is *normalised*. Some people in the debate would put the accent in the point of view that states (as representatives of public good) have the duty to invest in social improvement, and therefore to tax those who have benefits from that society. That accepting corporate funds is to accept that companies will pay much less money in their CSR projects than they would in taxes; such higher amount paid through taxes is the amount that should be used for social projects and social transformation.
- **Private funds:** When are we playing their *greenwashing*? In this debate there are also different elements to distinguish:

- A principle: Companies have a social responsibility: Whether they fulfill it or not, their responsibility is there because they are social actors and benefit from society, and interact and affect it; therefore they have to fulfill that responsibility. And the debate is double: are they socially responsible in their regular operation as a company; and are their CSR programmes really the answer to their responsibility?

- Social Responsibility in the regular operation of a company: The debate is clear: how can we accept that a company violates human rights of their workers, is completely irresponsible in terms of environment, etc. The most important footprint of a company is in their regular action, and that's where it is needed to act responsibly. If companies violate such basics, of course any CSR action is brainwashing. It is an ethical choice to accept such funds.

   A sub-question here is whether the violation of ethical principles of the company is on one topic (for example, environment: they are polluting water sources for millions of people) and the CSR deals with the same topic. If it is about reparation (and they guarantee the same healthy access of water to the affected people) it is acceptable; if it is about little environmental programmes in communities, it is hipocresy and brainwashing, because the company does harm the environment instead of working for it. If on the contrary, the topic of the "violation" is different than the CSR they make (for example, an investment for thousands of disadvantaged kids to have a good education programme), the debate may be different. Because the violation can still be criticised, while still accepting funds for different goals. But of course the red ethical thread is there still.

- CSR programmes: What do they bring? Are these CSR programmes leading to a real social transformation? Do they really contribute to the society they're in accordingly to their size and influence? Is their social action with goverrnment and taxes also responsible?

These are questions to be taken in account to be able to face the ethical challenge of corporate funds for ngo's.

Empowering targets, staff, stakeholders and volunteers through a fundraising plan

The debate about this topic was suggested after the sharing of good practices by Agy from Utilapu, explaining how the fundraising action for a group of young disadvantaged group in Hungary became a way to empower them and transform them into the leaders of their own social action.

At this very inspiring example, we proposed a discussion group to analyse how to use the fundraising strategy in order to empower our own teams and targets.

This is the product of the debate

Selection of ethical partnerships (mission of the network to make the connections) → Change the attitude of workers (individuals)

Trainings for multi-national companies

Cooperation with multinational companies

Self-sustain ?

FUNDS

Difficulties to obtain international grants

Difficulties to find local grants

Competition for grants

Lack of outgoing volunteers (membership fees decreasing)

Network : branch contribution fee

Balance

Network : to find volunteers

External funds :

- Companies

- Donations

- Municipalities

- Private sector

III. Communication and fundraising

The sub-block of communication in the training had 2 main contents: basics and tools for communication in the social media era (performed during the training by SES Foundation team) and a part on the ethical and social choices for the approach of communication in social organisations (by Oriol Josa, which was delivered by mail right after the training).

A. Basics and tools for communication in the social media era

1. The importance of the internet in fundraising

The participants were asked to reflect on the importance for an organisation to have a presence on internet. Indeed, for an organisation, to be visible on the internet has become a basis.

Offer new opportunities —————————————————

- Recruit new collaborators in every part of the world;

- Interact with the members and followers of the organisations;

- Build up allies and networks with other organisations;

- Improve the visibility of the organisation;

- Recruit donors and accept donations of all parts of the world.

The funnel of communication —————————————

There are different levels of how much funders can be involved in the internet page of an organisation. The importance is to make them enter deeper and deeper into their involvement towards their interest in your social networks.

First, the possible funder will get informed and will be conscious of the existence of the organisation, the web page needs to be made in a way that the funder will look more pages and posts during a longer time, then become a loyal follower returning regularly on the webpage in order to finally pass the word to others.

4. Identify the type of donors

In order to target the information to be found on a web page or a Facebook page it is important to identify the type of donors. Indeed, institutional and individual donors will not look for the same information on the web page:

- **INSTITUTIONAL DONORS**
  They are looking for responsible and trustful organisations and are expecting to find information that will show them this.

- **INDIVIDUAL DONORS**
  They focus more on the human aspects of the organisation, the impact they have on the persons. Individuals expect an interaction with the organisation and to find interactive information on the web page and Facebook.

5. Recommendations to liven your communication

Improving the form ────────────────────

- **BE VISUAL**
  It is important to be visual on the social media, publish good quality photos and videos with the posts and the articles. Adding graphs can also be very helpful and attractive.

- **BE CONCISE**
  Especially on Facebook the posts should be concise and link to the blog or the webpage articles with more details. The tittle of the posts and articles should be concise and catchy as a teaser in order to invite the readers to go further.

- **CUSTOMIZE THE LINKS**
  When adding a link on a post of an article use https://bitly.com/.
  This will allow shortening the link; it is even possible to customize the link in order to add key words.

- **USE SIMPLE LANGUAGE**
  On Facebook, posts which use a simple language will attract more readers and followers.

- **MAKE IT EASY TO DONATE**
  Make sure it is easy to donate on the website

  "Boost views by adapting the time and day of posts according to the statistics."

- **HAVE PUBLIC RECOGNITION TOWARDS THE DONORS**
  To be thankful to the donors put the logo on the website.

Improving the content ────────────────────

- **ADAPTING TO THE STATISTICS**
  Blogs, Facebook pages and websites allow the organisation to look at the statistics of the most and less viewed content. This can

  "Photos, videos or graphs make a post more attractive"

permit to post new articles during the day of the week and the time of the day in which the posts and articles are the most viewed. It also allows choosing the content of the articles depending on the most viewed.

- **DIVERSIFY THE CONTENT**
  Publish regularly

- **SHOW THE RESULTS**
  Show credibility by showing the results

- **HAVE INTERACTION**
  Always answer to the reader's comments or messages.

B. Ethical and social choices for the approach of communication in social organisations

Oriol wrote these lines as a contribution to the topic of communication, after having had in Argentina two short sessions about: tools to be visible in the internet, and a brief overview on how media could be used in our everyday activities to share our work. Those sessions could be complemented by this reflection on the approach we want to give to our communication as social organisations... that want to be social actors.

For the last 2 years I worked in Quepo, an ngo that works on audiovisual communication for social change.

During this time I learned simple and fundamental things that are key for bringing about social change when we communicate. They are mostly about the approach of communication, which leads us to what and how we communicate.

The first and maybe most important thing is that we are social organisations, and therefore our communication should have a social purpose.

Profit companies do not make marketing and communication-oriented-to-selling because they "need" money, but because their purpose of

"I learned fundamental things that are key for bringing about social change when we communicate"

"We are social organisations, and therefore ous communication should have a social purpose"

existing (unfortunately) is making money.

This example, taken to our field means that we might need money, but what we should communicate is more about our purpose of existing, related to the mission and the vision, to the social causes and the values we work for.

In *Quepo* we work with ngo's and social movements to help them bring social change through the communication they are doing. Therefore, we produce in partnership with them documentaries, campaigns, spots, etc. Many organisations come to us asking for a corporative video, or communication oriented to raising funds. The first thing we say is that we make no corporative videos; the second, we don't work to raise funds for the organisation. I'll tell you what this means.

1. Don't sell yourself, raise awareness

"We don't make campaigns to raise funds; because there is no structural problem that will be solved by giving money"

We don't make corporative videos in the sense that there is no need to take the time and sensitivity of people to make them understand who an organisation is if you have the opportunity to make people understand the root social problems and the alternatives that exist (and through these contents they will also understand who you are, but you will have started by raising awareness and making a step to create social change).

We don't make campaigns to raise funds; because there is no structural problem that will be solved by giving money, but by participating and starting social changes with engagement. Once you call for participation, citizens will also understand that they can donate. People have a brain and has much more than money; social change is people changing their societies.

2. Accept that your role is to change things, and use communication accordingly

Those who make communication have a huge responsibility for the message they transmit, for the culture they build. If we reproduce the same cultural paradigms that contribute to an unfair system, are we transforming or perpetuating? Then, what and how we communicate?

We believe that communication is a tool that must contribute to have people more informed about the root causes of inequalities (not just their effects) around them and about the potential solutions and existing alternatives; that social change can always come through the engagement and participation of people, their recognition of being citizens, and therefore communication should contribute to that.

"Those who make communication have a huge responsability for the message they transmit, for the culture they build"

I will put an example of a very critical situation that can help us understand this point. What do the immense majority of the population understand about the problem of hunger in the world? How to solve it? Who are the main actors? Are you able to reply to these questions?

"We believe that communication must contribute to have people more informed about the root causes of inequalities and about the potential solutions and existing alternatives that social change can come through the engagement of people"

And at the same time: can you think of several campaigns about hunger, images you have seen related to this problem? Of course! Hundreds of them! Hungry children about to die with a very clear message: Donate! You will save a life. Isn't it what we all have in our minds? Do you think we are saving lives? Noooo! The problem of hunger is a political problem with very big interests to which we all contribute with our consumption and our (lack of?) participation in political bodies in our countries, companies, etc.! But a culture was created (also by humanitarian ngo's!) telling that the problem of hunger could be delegated to charities by giving them money! This is completely absurd. And it is a case of NGO's contributing (of course against their will) to a culture of non-

participation -and lack of awareness- for people (audiences) on how to produce social change, and on what are the real causes that motivate the death of 25.000 people every day of hunger!

If the right to life is the most fundamental human right, any campaign and communication about the topic... shouldn't it contribute to understand the need for action, to understand the root causes and main actors, and alternatives for participation to help solving this very complex tragedy that concerns us all as human beings?

In Quepo we are starting a campaign called Hunger Is No Game that will work in this direction.

3. Give voice to the people, that is democracy

Another principle: Don't talk in the name of people: make people talk!!! Usually communication campaigns talk to us telling the problems that people have, instead of giving voice to people to explain their own situation. If we have a vision of society (and I guess you have, in Quepo we do) that underlines the need for real democracy, the absence of hierarchy between people or social classes, then the communication we make should bring these values into practice.

"Don't talk in the name of people, make them talk!!"

For example (and maybe abusing of the example of the tragedy of hunger): who according to you is the typical person you have seen talking about hunger in... Ethiopia, South Sudan,... Africa? (Humm... one minute of reflection) Aren't the images that come to your mind of people of United Nations, presidents, NGO's in the field...?

"The communication for social change should give the voice to those people who live the problems and propose locally their solutions"

But what about the social movements in the region, who suffer and fight against their own problems?? Ohh! But are there really social movements in Africa, of real africans that fight against their own problems??... OF COURSE!! Can you see how perverse it is the communication in the thematic that we cannot even know anyone in the region empowered and that we just talk in their name?

So a communication for social change should give the voice to those people who live the problems and propose locally their solutions. (Accordingly that

social action with this people should result in their empowerment to reach to their own solutions).

That's it!

These are 3 main principles that can orientate you in using communication to bring the change you want to see in the world. Use communication to reach your goals. Our media are ill, there is a disease, a complete misunderstanding or a colonisation, that makes us think that being in the television is either for sell-and-buy purposes, or to entertain. But communication is what makes us human; and the pursue of a collective social change is what usually gathers us together in an organisation: use the power of media to bring social change; real social and cultural transformation. Once you convince people with your powerful message, once you contributed to open their minds, their engagement will arrive in different and profitable ways; people understands.

4. Example

You may want to see an example on how we work with these principles:

This is a spot that we produced in cooperation with the Spanish branch of the European Against Poverty Network (EAPN) for the international day against poverty erradication.

The spot was shown in cinemas all over Spain that week and also in the internet.

https://www.youtube.com/watch?v=Hp5BSbk4lM0

Check for English subtitles in the youtube menu.

(Some clarifications for a better enjoyment/understanding for non-spanish: the first character is a famous actor in Spain; the voices were recorded interviewing people in the street).

You see there the 3 elements: use communication to let people understand basic problematics to transform, give the voice to the affected people, and call for participation. (After that, they may think whether you are their ideal platform to participate -if you impacted, for sure they'll visit your site!-, but if not, at least you already raised awareness to all spectators).

"Work to reach you vision, communicate to make it collectively possible!"

Besides these principles, there are many others that in Quepo we try to put into practice (communication is a process; awareness raising means to break the circle, get to those who are not involved, who don't care or never got the message; you should see first what is the real need before deciding which communication tool you want to use; etc.), but for a basic approach to fundamental principles of communication-for-social-change that I learnt, it is enough for now.

CHAPTER 3 – STRATEGIC PLANNING: FROM THEORY TO PRACTICE

CHAPTER 3 - STRATEGIC PLANNING: FROM THEORY TO PRACTICE

The final part of the training was dedicated to create a strategic plan, in order to put into practice all the contents developed during the training, and using those diagnosis and contents that were analysed about the participants' organisations needs. The result of such work was 4 strategic plans, which involved the fundraising and communication aspect also.

Group 1 - BVBP Perú, ICYE Honduras, VIVE MEXICO

Our problem: Not enough incoming or outgoing volunteers because of bad communication.

Our solution: Create a regional network in South America to work together. Create regional campaigns of communication to improve the international volunteering in America.

Group 2 - SCI Catalunya, Utilapu, SCI Hong Kong

Our problem: Not enough communication and visibility. SCI branches not linked enough.

Our strategic planning:

1. <u>AIMS</u>: Promoting the « Culture of Peace »
   + Raise money (for self-sustainable communication campaign;
   + "Feel part of the movement" individually and as a branch.
2. <u>NEEDS</u>: Improve communication, visibility, network, sustainability of communication actions
3. <u>IMPACT</u>: Indicators:
   - Design 4 to 5 products (t-shirts, mugs, postcards, bags etc.)
   - Visibility: more people get to know the SCI movement
   - Raising income for communication
   - Refreshment of marketing
   - Networking (branches + local comm.)
4. <u>WHO?</u>
   - International level with a coordination group
   - Local branch with the staff and volunteers
   - Local communities
5. <u>NETWORK</u>: SCI/ CCIVS, their different branches, local NGOs, Communities
6. <u>RESOURCES</u>: Local subventions, crowdfunding (local + international)
7. <u>TIMELINE</u>: 6 months

| 1 | 2 | 3 *2month* | 4 *1month* | 5 *1month* | 6 *1month* |

1month

1/IS sets a central message
2/ Sending it to the branch
3/ Branches launch their local campaign

4/ Sending design to IS
5/ Crowdfunding
6/ Production

Training

Group 3 – CCIVS, ACI Costa Rica, VIN Nepal, YAP Italy, Egyesek

Our problems: Not enough funds and bad communication about the training and non-formal

Our strategic planning :

1. <u>AIMS:</u> To generate structural funding for CCIVS and to develop the communicational channels of the network in order to promote IVS and members organisations. To be recognized as leaders in non-formal education.
2. <u>NEEDS:</u>
   - Develop a pool of trainers
   - Generate funds for a sustainable structure of CCIVS (ie: communication experts to promote IVS and member's projects)

   - Develop publications linked to trainings
   - Develop mobile compatible website
   - Linked'in
3. <u>IMPACT:</u>
   - Recognised expert of non-formal education and international voluntary service
   - Greater visibility of CCIVS members
4. <u>NETWORKING:</u> NGO's/ UNESCO. Promotional video created in June
5. <u>RESOURCES:</u> To be defined

6. <u>TIMELINE:</u> Indicators: Web-site & Facebook visits/activity

April 2015 : Creation of Working Group (WG)

Oct. 2015 : Funding E+ KA1

Jan. 2016 : Results of KA1 Application

Feb. 2016 : Call of members to join the training

June 2016 : Distribution of the toolbox

Fed. 2017-June 2017: Communication campaigns (local)

May 2016 : Training 7 days

Nov. 2016: Mid-evaluation meeting of WG

Nov. 2017: Final meeting with org. Report by WG

Training

Group 4 - Subir al Sur

Our problems:
Bad communication and no visibility.

Our solutions:

- Hire a person in charge of the communication for all the projects of the organisation.
- Organise two international events in order to have more visibility.

Group 5 - JAVVA, Exchange Scotland, VAP UK, Estyes

Our problems: No long term communication strateav

Our strategic planning :

1. AIM: Increase visibility through improved communication.
2. IMPACT/ OUTCOMES:
   - Greeting new partnerships
   - Empower communication skills of organisations
   - Identifying new funders
   - Creating new working groups/cooperation
3. STAKEHOLDERS:
   - Volunteers, staff, board members
   - Private companies, universities, CCIVS & members, new partners
4. STRATEGY FOR FUNDS:
   - ERASMUS + KA1: for trainings, traveling, networking, materials, expenses)
   - Identified new partners, universities, private companies, special offers: possibility to invite them to events, presentations and make proposals)
   - Professional staff do communication: have a toolbox for communication to spread within the network

Time now to bring these plans into practice!

ANNEX

ANNEX 1 - Role play for fundraising

The potential funder's role

Consultant for the EACEA

You work for the Executive Agency for Culture, Education and Audiovisual (EACEA), and you are hired to evaluate projects that apply for an Erasmus + grant (the European Comission programme for youth and education). As you are an external paid consultant your mission is to look to which extent certain criteria are met. After having evaluated around 50 projects per call, for the last 8 calls, you are a real pragmatic. You "know" that projects are good enough for your call if they:

- Mention 6 times youth; and at least 2 times empowerment
- Have a very clear definition of the goals
- Propose some interaction between young people and other social groups (elder people, young people with less opportunities.
- Involve some partnerships at the national level and some at the international level

If they mention these 4 points you are quite sure that they will reach enough points to be among the granted applications.

You may grant up to 15.000 for a youth exchange; 20.000 for a training; 25.000 for an innovative youth initiative; 150.000 for a yearlong project which involves at least 8 partners (up to 60.000 if they include at least 5).

Head of CSR Yahoo in your country

You are the head of CSR of Yahoo in your country. You are looking for projects that touch you. They should be technology intensive, see potential with apps, or that present some innovation in working methods through social networks.

The new strategy for Marketing and CSR of your company (very influenced by the dominating position of Google in all your markets) is to add your brand to the concept of Youth and Solidarity.

Therefore, you are willing to support projects that clearly fulfill these 3 concepts:

- Technologies can help to bring a positive change for youth empowerment.
- They have a clear plan to use social media technologies, where you will be able to suggest the presence of your brand.
- Projects that show clear figures about the outreach of the campaign (will they reach at least 7.000 people, potential multipliers, with the campaign?)

You may be up to an agreement to support a project by:

- Giving access to apps and working programmes for free
- Giving from 2500 € (if the project doesn't meet the criteria of reaching the 7.000 people but has original approach to communication and social networks); 7000 € for a project that meets all criteria; up to 15.000 to a project that has the plan to reach at least 20.000 people.

A famous comedian

You are a famous comedian in your country. You are usually present in different media and everybody knows you in your country. You always had the will to contribute to a fairer world, even if it's true that you are not that aware of what's wrong because you just avoid getting into problematic topics. You think that the world could go a bit better with more humour, so you might be willing to add your image to a campaign for fundraising that brings some humour and freshness to the problems that people are living.

You don't like that people asks you for money; you know that your image can bring them money and that's enough.

An old man willing to donate for a good cause

You received this letter and it looked like you could make a change if you came to the fundraising dinner. You are quite ok to have paid a way more for the dinner than it costed (you paid 40 € already!), but you would also be open to give more if they'd ask you too. However, you have your limits. The project should not be only that blabla of social networks and so on; you are only going to give a single cent if the project has a vision on how to improve the situation of young people who is poor and of old people who are alone.

Moreover you would be excited to find a role in the project.

You may give (if any) from 1.000 € to 10.000 €, depending on how much the project meets all your criteria and touches your heart. You will think this personally and deeply before you give part of your legacy to a project. Of course nothing would be better than finding the organisation that when your time comes, can take a part of the money you saved. But you don't want to be cheated, so you always have the option of the Red Cross or Caritas, whom you trust fully because of their solid image and long-term commitment.

CCIVS staff in charge of evaluating projects applying for WHV and Raising Peace

You are working at the CCIVS and this year, for different circumstances, you will be in charge of accepting/denying the projects that apply to be part for the World Heritage Volunteers Programme (WHV) (in this case of course then it will have to be agreed with the World Heritage Center) and the Raising Peace Campaign.

For the WHV, the project should of course be an iniciative to work with volunteers in a World Heritage site, that promotes the importance of World Heritage and the participation of citizens in its protection and promotion. The projects can be as original and innovative as they want, but they must include these elements to be elected: with a World Heritage side, promoting participation, with volunteers. The CCIVS is willing to host new good projects by its members into the Campaign.

The amount you can grant to the project is short, around 300 €, you assume that candidates are interested in participating in a joint iniciative of their organisation with the CCIVS and the UNESCO.

For the Raising Peace Campaign, the will of the CCIVS is to have as much participation as possible in the awareness raising actions, that should be (or include) activities that raise awareness about peace and human rights thematics. The commitment of the organisation is (besides doing the activity) to present a report to the CCIVS and send contacts, images etc. that the CCIVS will use to promote your activity (as the aim is here to promote the action for Peace and HR by members).

Regarding the kind of support, you may grant the project with 250€ if it of course meets the criteria to join and if it is made in Europe. If it is not made in Europe, you can include the project in the campaign, but not giving money

(as the grant by the Council of Europe just allows to pay activities within Europe).

Applying for funds for your project ──────────────────

You will have to introduce your project to 3 potential donors.

For that, of course, you should adapt your proposal so that it sounds interesting for them.

You should choose among these, according to your interests and need of resources.

The potential donnors you can choose among are:

- The Erasmus + Programme
- Yahoo CSR programme
- A famous comedian
- Elder people that participate in a dinner to raise funds for your project
- The WHV and Raising Peace Campaign migrants by the CCIVS

For that, you shall prepare:

A short written concept paper that, in maximum 1 page states:

- The context and needs
- The mission of the project
- How much do you want to get? What will you use it for?
- Who will be the beneficiaries;
- Who is going to implement it?

A 1 minute speech (elevator speech) that expresses the essence of your project: the goals, the mission, the expected result, the emotions.

A 5 minutes explanation of your project more in depth, so that after the first speech you can convince the potential donors to partner with you.

You should define and ask a specific request for each potential donnor.

Choose the 2 people in your group that will perform the project presentation to the donors (and rehearse!)

ANNEX 2 - EVALUATION

Something I learned/ liked

-   The networking/ spiderweb;
-   A new country, a new culture, mate;
-   "You need to take time in order to change something";
-   "A method is always essential";
-   The pentagon/ strategic planning ;
-   NGO/ Business relationships;
-   About the organisations present at the training, their structure and how they work;

    -   How big the IVS movement is;
    -   Inspiration from others.

Something to improve

-   The location: need more space for group work (and quiet space as well). The training rooms should be separated from accommodations;
-   More explanations, guidelines and make links between the activities;
-   Have more experts come, more theory explanations, Have a technical pack;
-   Timing: not enough time for the programme, the content of the training was too intense for only five days;
-   More tools for communication strategy;
-   More space for sharing experience of participants.

Share some ideas

-   "The smallest action is always better than the biggest intention!";
-   "Every day is a new opportunity";
-   Have an organisation market day to create partnerships;
-   "Curiosity will drive you far";
-   "If it is easy it's boring, do complex things!"