STRATEGIC MANAGEMENT

OF CSO ACTIVITIES

This publication was produced with the financial support of the European Union and the German Federal Ministry for Economic Cooperation and Development. Its contents are the sole responsibility of GIZ and do not necessarily reflect the views of the EU or the Federal Ministry for Economic Cooperation and Development.

CONT


ENT

1

DESIGN THINKING IN THE PUBLIC SECTOR

«HAVE NO IDEA HOW TO SOLVE THE PROBLEM? ANALYSIS, LOGIC, AND EXPERT EVALUATIONS ARE POWERLESS. ARE YOU OPEN TO NEW THINGS? TRY USING DESIGN THINKING»

- *What is design thinking, and are there successful practices of its application in the public sector?*
- *How do we solve problems and create innovations efficiently and with lower costs?*
- *How do you determine the needs of your target audience, and why is it necessary?*
- *You will receive answers to these questions and learn more about the methodology and specific techniques of design thinking that will help you create effective solutions. You will go through all five stages of design thinking, from empathizing and defining the problem to testing the solution.*
- *Analysis, logic, and expert evaluations are powerless. How can you improve your life and the development of social activities through innovations?*

INFORMATION ABOUT THE AUTHOR

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GLOSSARY

Innovation introduces new ideas, products, services, technologies, or approaches that lead to improvements or changes in a particular area. Innovations can be crucial to developing enterprises, scientific research, the public sector,

social progress, and other spheres of activity.
Design thinking integrates creative and logical techniques, resulting in fundamentally new ideas and products. It is a methodology and problem-solving approach emphasizing user needs and creative thinking. It originated in design but is now widely used in various fields, including business, education, medicine, and the social sciences. The main idea of design thinking is to approach a problem from the user›s point of view with empathy and focus on finding creative and innovative solutions.

INTRODUCTION

In today›s world, innovation has become extremely important in any industry. Regardless of your position, whether you are an executive in a large international corporation, an entrepreneur starting your own business, a civil servant, or a primary school teacher, you always want to achieve better results with minimum costs. In this context, the development of design thinking can be your faithful ally. This approach will provide you with tools that will allow you to think innovatively, revealing hidden opportunities that are waiting for you to discover them.
During our studies at school or university, we were taught to use the system analysis method when given tasks that are usually limited by time frames and financial resources to find their only correct solution. The problem is that we often use this same approach in public activities. Instead of thoroughly researching the issue, brainstorming, and analyzing, we often jump right into the task. We can use more flexible methods to change this approach, one of which is design thinking.
In the public sector, the project management methodology based on the system approach looks as follows: break down the problem into separate components, solve them, and reach

a general solution. However, sometimes this approach is not practical. When faced with a completely new situation for which there is no expertise to solve, or when the problem is so complex that it cannot be solved within one field of knowledge alone, we should use creativity and synergy between different fields. At the same time, it is worth realizing that design thinking is not a universal method but only one of many tools for solving problems.

PRESENTATION OF THE MATERIAL (questions and answers)

WHAT IS DESIGN THINKING, AND HOW DOES IT CONTRIBUTE TO INNOVATION AND PROBLEM-SOLVING FOCUSED ON HUMAN NEEDS RATHER THAN THE AMBITIONS OF COMPANIES OR PROJECT MANAGERS?

Design thinking is the world›s most successful method for creating innovations, which is actively used in the work of such companies as Facebook, Google, Apple, Procter & Gamble, Samsung, IBM, and IKEA. Courses in design thinking are essential to the educational process at Stanford University and other leading universities worldwide.

Design thinking is a model of collaborative teamwork and innovative human-centred problem-solving technology. Design thinking is a set of techniques to satisfy human needs when using a particular product, service, or work. It is based on the principle of anthropocentrism, which subordinates the entire process of creatively searching for a solution to the problem to satisfy the needs of the human client and not the ambitions of the company, manager, or project manager. Applying design thinking allows you to answer «How to do the impossible?» or «How to do differently?».

IN WHAT CASES SHOULD DESIGN THINKING BE APPLIED IN THE PUBLIC SECTOR?

Design thinking can be helpful and applied in various spheres of public activity when faced with complex problems or difficult situations that require new innovative solutions focused on people's needs.

Here are some situations **WHERE YOU SHOULD USE DESIGN THINKING:**

- Development of new public services. Design thinking can help create more convenient, accessible, and efficient public services, considering users› needs and views.
- Solving social problems. When developing programs and projects to solve social issues such as poverty, homelessness, or unemployment, design thinking will help find innovative approaches to improve people›s quality of life.
- Development of public organizations. Community organizations can apply design thinking to improve their work, attract new members and volunteers, and develop more effective fundraising strategies.
- Work with public initiatives. When supporting public initiatives and projects, design thinking will help create better solutions that consider the interests and needs of the community.
- Creation of public places and infrastructure. When designing and developing public spaces, parks, urban infrastructure, etc., design thinking will help make them more convenient and attractive to the community.

In general, design thinking can be a valuable tool for public activities in any field where it is necessary to create innovative solutions to meet people›s needs and solve community problems.

WHY DO PUBLIC ORGANIZATIONS TURN TO DESIGN THINKING METHODOLOGY?

Public organizations resort to the design thinking methodology to turn their ideas into truly effective and impactful projects that can improve the world around us. Design thinking helps them focus on the needs and wants of the community, develop innovative solutions, and create products and services that meet people›s real needs. With the help of design thinking, public organizations can create more open processes, involve diverse stakeholders, solve social problems innovatively, and change the world for the better. This approach helps civil society organizations be more flexible, adaptive, and open to new ideas and opportunities, increasing their ability to achieve their goals and creating a more sustainable and responsible civil sector. When you need a non-standard «fresh» solution - turn to design thinking!

What is the importance of combining analytical research and creative approaches in design thinking for the public sector? How can it contribute to success that mobilizes the community or clients?

Design thinking in the public sector is not limited to copying other experiences or using standard processes. It is identifying and creating value for the community or customers. In this context, it is essential to combine the results of analytical research with creative approaches but not to mix them mindlessly. Analytics provide a basic foundation, help reduce risk, and help develop sustainable solutions. On the other hand, creativity adds innovation and can lead to unpredictable but beneficial effects that encourage implementing new ideas and projects. It can also be essential in achieving success in the public sector, such as creating videos or memes that mobilize the community or customers and motivate them to take action. No one can predict precisely what content will find support among the audience and make them act, so it is essential to be

ready to experiment and look for non-standard solutions that will bring the public sector to a new level.
What factors should be considered when choosing between using design thinking and analytical tools for working with customers in the public sector, and what criteria determine the optimal approach for an organization, considering the available information, the level of communication, and the trust of consumers?
The use of design thinking in the public sector is recommended when a large amount of information about customers is available, there is a high level of communication with them, and consumers› trust in the organization is not limited to the primary exchange of personal data. In this case, you can conduct detailed personal interviews with customers to obtain the data required for decision-making using design thinking methods. However, if there is insufficient information, it may be more appropriate to use analytical tools to analyze the data. It is also essential to have specialists in the organization›s team ready and willing to work with new search and decision-making methods.

HOW DO YOU IMPLEMENT DESIGN THINKING IN A PUBLIC ORGANIZATION AND PUBLIC SECTOR?

Implementing design thinking in a public organization and public sector can be an effective process that helps improve work and provide better customer service. Here are some steps to consider in this process:

- Understanding the basics of design thinking. First, ensure that all team members understand the essence and principles of design thinking. Organize training and workshops for employees to familiarize them with this approach.
- Definition of goals. Determine what specific goals you want to achieve with design thinking. This could be improving service quality, increasing customer satisfaction, or making more accurate strategic decisions.

- Creation of a multidisciplinary team. Bring specialists from different fields (designers, engineers, marketers, etc.) to a team working on design-thinking projects.
- Collection and analysis of information. Conduct research and analysis to gain an understanding of customer needs and expectations. Use design thinking tools such as interviews, observations, and other methods to gather data.
- Generation of ideas. Use brainstorming sessions and other techniques to generate ideas and concepts to solve identified problems.
- Prototyping and testing. Test prototypes with consumers to get feedback and refine your ideas.
- Implementation and scaling. After successful testing, implement the solution in the organization and scale it if necessary.
- Continuous improvement. Design thinking is a process that can and should be constantly improved. Provide feedback from users and subject your projects to constant analysis and improvement.

Creating an enabling culture in the organization where design thinking is valued and encouraged is also essential. This can include management support, creating an innovative environment, and recognizing the successes achieved through this approach. To start work, it is necessary to answer the question in detail: who is your client, what can you do for him, what does the person want, and how, in his eyes, does your organization differ from others?

HOW SHOULD A TEAMWORK USE DESIGN THINKING IN PUBLIC SECTOR PROJECTS?

A team working with design thinking in public sector projects must follow certain principles and steps to ensure the successful implementation of the project and the solution to the problem it poses. Here are some steps you can consider:

- Understanding the problem. The first step is a deep understanding of the problem to be solved. The team must research, communicate with stakeholders, and gather information to tackle the project›s objectives clearly and proactively.
- Definition of users. The team should identify the primary users of the project and their needs. This will help you create a design that meets the needs of your target audience.
- Brainstorming and concept. The team can hold brainstorming sessions to generate ideas and concepts for the project. It is essential to create different solutions and discuss their advantages and disadvantages.
- Prototyping. Creating prototypes or models will help visualize ideas and test their functionality. This will allow you to correct errors and improve the design.
- Involvement of stakeholders. It is important to involve stakeholders at different project stages to get their feedback and consider their needs.
- Testing and iteration. After the project is launched, the team should monitor and collect user feedback. You can make changes and improve the project›s design based on this feedback.
- Implementation and evaluation. After successful testing, the project can be put into operation, and its impact on solving the public sector problems can be evaluated.

It is also essential to have a team united by a common goal and ready to cooperate and improve the project. Design thinking supports an iterative approach and focuses on users, which helps to create more effective and innovative solutions in the public sector.

How do you apply the Stanford design thinking model in the public sector?

D. Kelly, the founder of Stanford School of Design, formulated the Stanford model (stages of design-thinking technology).

The main steps of this model include the stages of empathy (Empathize), definition (Define), development (Ideate), creation of a prototype (Prototype), and testing (Test). Working on these stages is not linear, and you can always go back if you feel that the context or target audience has changed.
The Stanford design thinking model is a practical approach to solving complex problems and developing innovative solutions in the public sector. Here›s how you can apply this model in the public sector:

1. EMPATHIZE STAGE: Start by gathering information and understanding the problem from the perspective of users and stakeholders in the public sector. Conduct observations, interviews, and surveys and communicate with interested parties. Seek to understand their needs, desires, constraints, and challenges related to the scope of your project.
2. DEFINE STAGE: After gathering information, formulate a straightforward task for your project based on the needs and problems identified in the previous stage. Create a brief task description and define the goals and objectives of the public sector project.
3. DEVELOPMENT STAGE (IDEATE): Conduct brainstorming and idea-generation sessions to create different options for solutions to the problem at hand. Discuss ideas with the team and stakeholders, choose the best ones, and determine how to implement them.
4. PROTOTYPE STAGE: Develop a prototype or model of your solution that will allow you to visualize the concept and test its functionality. Depending on the need, the prototype can be larger or smaller, but it must be a tangible object that can be interacted with.
5. TESTING STAGE (TEST): Test the prototype with users and stakeholders in the public sector. Collect feedback and observations to understand how users react to the solution and whether it solves their problems.

Once these stages are complete, you can iteratively repeat them, making changes and improvements based on your collected data and feedback. Design thinking contributes to developing joint and practical solutions in the public sector oriented to the needs of users and stakeholders.

WHAT IS EMPATHY, AND WHAT IS ITS IMPORTANCE IN USING DESIGN THINKING IN THE PUBLIC SECTOR?

Empathize has a psychological basis that has been successfully integrated into design thinking technology and has several definitions. From the point of view of design thinking practice, empathy means listening and understanding exactly what is burning the client and what his wishes are for the final product. But the most important thing is to hear what the client did not say and perhaps did not realize what is most important to him. Today, when wars, political disputes, panic, and fear for the future are spreading worldwide, the eternal human values, which we often forget in periods of stability, have become especially important. One of them is empathy or sensitivity. This is when you don›t put your experience and feelings first but try to understand and help others as much as possible. Fruitful human cooperation in any matter (emergency assistance or creativity) requires a high level of empathy.
Empathy is the ability to perceive and understand other people›s feelings, needs, views, and experiences and establish an emotional connection with them. In the use of design thinking in the public sector, empathy plays an important role and has several vital **MEANINGS:**

- Increased compassion. Empathy helps the team understand the problems and needs of their users and stakeholders in the public sector at a deeper level. This contributes to developing more human-centred solutions and improves the quality of services or products.
- Discovery of new insights. Empathy helps identify and

understand needs that may be hidden or under recognized. This allows you to discover new opportunities for innovation and problem-solving.

- Involvement of stakeholders. Interacting with stakeholders on an empathic level promotes better relationships and collaboration. This is important for building trust and working together on projects in the public sector.
- Solving complex problems. Empathy helps to approach complex social issues more flexibly and creatively. It stimulates the development of solutions that consider various aspects and needs of different groups of people.
- Implementation of a human- centred approach. Empathy is the basis of human-centred design, which involves actively including users in the development process. This allows us to create products and services that better meet the real needs and expectations of people in the public sector.

Empathy is a critical competency in design thinking because it fosters a deep understanding and empathy for the needs of others, which in turn helps create practical and human-centred solutions in the public sector.

WHAT IS A POV (POINT OF VIEW) STATEMENT AND HOW DO YOU APPLY IT IN THE PUBLIC SECTOR?

A Point of View (POV) statement is a tool used in the design thinking methodology to formulate the problem or task the team is working on more precisely. A POV statement helps clearly articulate a problem or need from the user›s point of view, contributing to better understanding and developing practical solutions.

To apply a POV statement in the public sector, **YOU NEED:**

- Understanding the problem. Start by researching and analyzing the public sector situation that needs to be addressed. Determine what problems or needs are being addressed.

- Collection of insights. Conduct interviews, observations, and surveys to gain a deeper understanding of the problem and perspectives of users and stakeholders.
- Highlighting key elements. Select the most critical aspects of the problem or need that will form the basis of your POV statement.
- Formulation of POV statement. Create a short and clear statement that captures the problem or need from the user›s perspective. Use the template «[user] needs [need] because [insight].» This statement should be focused and specific.
- Use of POV statement. Your POV statement will be the basis for further work on developing solutions in the public sector. It will help the team focus on solving this particular problem or need and develop appropriate solutions.

For example, work in the public sector and have determined that many young people with low education level do not have access to vocational training opportunities. Your POV statement might look like this: «We need affordable vocational training opportunities for young people with low levels of education because we have noticed that this group has limited access to the labour market due to a lack of appropriate skills.»
Thanks to the POV statement, you will have a clear idea of what exactly you are working on and what results you expect to achieve. This will simplify the development and implementation of solutions in the public sector.

WHAT IS «STORIES SORTING AND GROUPING» IN DESIGN THINKING, AND HOW CAN PUBLIC ORGANIZATIONS USE THIS METHOD?

«Stories sorting and grouping» is a methodological approach used in design thinking to organize and systematize information, ideas, insights, and understanding of users or stakeholders.

This approach helps the team understand and analyze the collected data and information more easily to find common patterns, identify key challenges and opportunities, and use this information to develop solutions further.

How to use «stories sorting and grouping» for the public sector? We suggest the following steps:

- Collection of information. Start by gathering the information from your research or interactions with stakeholders. It can be interviews, observations, questionnaires, surveys, etc.
- Creating stories. Express this information in short stories that reflect real cases, situations, or experiences of users or stakeholders. These can be short narratives or descriptions of specific scenarios.
- Sorting. Review the stories you›ve created and try to find common patterns, themes, or issues. This may include sorting stories by similar aspects or characteristics.
- Grouping. After sorting the stories, group them into categories or classes that reflect common themes or issues. This will help organize the information logically.
- Determination of priorities. After grouping the stories, identify which issues or topics are most important or relevant to the public sector.
- Development of solutions. Use sorted and grouped information to identify strategies and develop solutions to problems or needs.

This approach helps the team understand better the context and the main challenges in the public sector and helps them focus on the most critical aspects of the project or initiative. It facilitates more effective communication within the team and with stakeholders and the development of solutions that meet the real needs and problems of the community.

WHAT IS ANALOGOUS SEARCHING, AND HOW CAN IT BE USED IN THE PUBLIC SECTOR?

«Analogous Searching» is a method used in design thinking and other creative processes to find and use ideas, solutions, or concepts successfully implemented or used in other industries, fields, or contexts and apply them in a new context or task. This method can be helpful in the public sector for finding innovative solutions and approaches to solving public problems and improving the activities of organizations.

How do you use analogy search in the public sector? We suggest the following steps:

- Definition of a problem or task. First, clearly articulate the problem or challenge you are working on in the public sector. Understanding the root causes and context of this problem is essential.
- Finding analogies. Look for analogies or similarities in solutions or approaches successfully applied in other industries or fields. This may involve finding examples of initiatives, projects, or strategies in different communities or countries.
- Adaptation to the context. Consider the analogies found and understand which elements or principles can be adapted and used in your public sector. It is essential to consider the specifics of your context and the needs of your audience.
- Experiments and implementation. Develop a plan to experiment or implement a new approach or solution that has been refined based on analogies. Monitoring the results and collecting feedback for further corrections and improvements is essential.

Searching for analogies can help public organizations and authorities find best practices, innovative approaches, and solutions to social problems, particularly in education, health care, social services, and many others. This method promotes better use of gains from other industries and the development of new initiatives in the public sector.

WHAT IS BRAINSTORMING, AND HOW CAN IT BE USED IN PUBLIC ORGANIZATIONS?

Brainstorming is a collective idea-generation method to create new concepts, solutions, or strategies. Its primary purpose is to promote a free and creative exchange of ideas in the team and stimulate the emergence of various ideas, even those that may seem atypical or overly ambitious at first glance. Brainstorming can be helpful for problem-solving, project development, and strategy planning in public organizations.

Here are some steps and tips on how to apply brainstorming in public organizations:

1. **CREATE A TEAM.** Invite members of your community organization or employees to participate in brainstorming. It can be people with different experiences and competencies.
2. **FORMULATE THE TASK.** Before brainstorming, clearly state the task or problem you need to work on. Define the purpose and goals you want to achieve during the brainstorming session.
3. **SET THE RULES.** Define rules for the brainstorming session, such as unlimited sharing of ideas, accepting all ideas without evaluation, encouraging creativity, etc.
4. **CONDUCT A SESSION.** During brainstorming, invite participants to generate ideas on a topic or problem. Everyone must have the opportunity to express their opinions. Use different methods such as brainstorming, Six Thinking Hats, or SWOT analysis to stimulate different aspects of the problem.
5. **FIXATION OF IDEAS.** Record all ideas on a whiteboard, paper, or electronic device so all participants can see them.
6. **DISCUSSION AND ANALYSIS.** After the session, discuss and analyze the collected ideas. Choose the ones that best suit your purpose and goals.
7. **ACTION PLANNING.** Develop a specific action plan based on the selected ideas. Determine how you will implement these ideas in practical projects or strategies.
8. **SHARED RESPONSIBILITY.** Encourage participants to take responsibility for carrying out planned actions and implementing ideas.

Brainstorming is a valuable tool for creating innovative solutions and promotes the development of creative thinking in public organizations. It allows many different perspectives to be involved and helps to find effective ways to solve public problems.

HOW DO WE GENERATE IDEAS AND NEW SOLUTIONS IN PUBLIC ORGANIZATIONS AND THE PUBLIC SECTOR?

Generating ideas and new solutions in the public organization and public sector can be essential to achieving the goals and solving the problems they face. Here are some steps that can help you generate ideas and develop **NEW SOLUTIONS:**

- Understand your purpose and challenges. First, you need to clearly understand what goals you set for the public organization or project and what problems you are trying to solve. This will help you focus your efforts on specific tasks.
- Engage a variety of people. Working with different groups and partners can help generate ideas and solutions from different perspectives. The involvement of volunteers, experts, other organizations, and citizens can enrich your discussions and create opportunities for new ideas.
- Conduct group brainstorms. Organize meetings or brainstorming sessions where participants can share their ideas and thoughts on a problem or project. Thanks to this, new approaches and opportunities can be discovered. Use techniques and tools. They can help your team develop new ideas.
- Analyze and evaluate ideas. After generating ideas, it is essential to analyze and evaluate them. Choose the ideas that best fit your goals and resources and develop a detailed action plan to implement them.
- Engage experts and consultants. There are usually many experts and specialists in the public sector who can help with specific aspects of a project or problem. Do not hesitate to contact them for advice and consultation.

- Observe best practices. Study the experience and best practices of other public organizations and projects in your field of activity. It can inspire new ideas and strategies.

Do not forget that generating ideas and developing new solutions is a process that requires time and openness to new things. Allowing everyone to contribute and openly discuss ideas and possible solutions is essential.

Here are some tools and tips to help you make this process fun and productive:

- Don›t criticize other people›s ideas, and don›t object - this is not the time to discuss ideas.
- Express any ideas, don›t be shy! This will help you «speed up» and lead others to new ideas.
- Write down every idea - it is essential!
- If you run out of ideas, create limits for yourself. For example: «How will we solve this problem if we only have $10?» «How will we solve this if we have unlimited resources!» etc.

HOW DO YOU APPLY PROTOTYPING IN A PUBLIC ORGANIZATION?

Prototyping is creating a prototype or model of a product, project, or idea to test its functionality and effectiveness before implementation. Prototyping can be valuable for developing and improving programs, services, campaigns, or other initiatives in a public organization. Here are some ways to apply prototyping in a community organization:

- **DEVELOPMENT OF A PROGRAM OR SERVICE PROTOTYPE.** Before deploying a new application or service, create a prototype demonstrating its main features and capabilities. This will allow you to assess whether it meets the target audience›s needs and whether there is room for improvement. Example: A community organization that works with young people can prototype a web-based platform for online education and professional development courses for young people to test how it meets their needs.

- **PROTOTYPING CAMPAIGNS AND ADVERTISING MATERIALS.** Before launching a public campaign or advertising initiative, create a prototype of advertising materials such as brochures, videos, posters, etc. This will help to evaluate their effectiveness and make the necessary adjustments. Example: A non-governmental organization running an environmental education campaign can create a prototype video and ask the target audience to rate its impact and comprehensibility.
- **PROTOTYPING WEBSITES AND APPLICATIONS.** If your organization plans to create a website or mobile application, develop a prototype to show its structure and functionality. This will help identify potential issues with navigation and user interaction. Example: A non-governmental organization working in the healthcare field can create a mobile application prototype to track medical indicators and advise patients.
- **PROTOTYPING STRATEGIES AND POLICIES.** Before implementing a new strategy or policy in your organization, create a prototype to illustrate how it will work in practice. This will help engage stakeholders and make the necessary adjustments. Example: A women›s rights NGO could create a prototype of a women›s entrepreneurship program to demonstrate how it plans to provide financial assistance and training.

Prototyping is a valuable tool for public organizations to identify potential problems and refine ideas and projects before implementation. It allows organizations to save time and resources, avoid unnecessary mistakes, and ensure a better outcome for the community or target audience.

HOW DO YOU APPLY TESTING IN A PUBLIC ORGANIZATION?

Testing is an essential component of project and program management of public organizations. This helps to check the effectiveness and efficiency of the initiatives and ensure the quality of the services provided. Here are some examples of ways to help apply testing in **PUBLIC ORGANIZATIONS:**

- Testing of programs and services: A public organization that provides psychological support to young people can test the quality of its service by conducting anonymous surveys among users after the end of consultations. Survey results will help assess customer satisfaction with services and whether they need improvement.
- Testing Marketing Campaigns: An NGO running a fundraising campaign for a charitable project can A/B test emails to determine which one has a higher conversion rate (e.g., more donations).
- Website or App Testing: A CSO can conduct user testing where volunteers or users test the functionality of the website or mobile app and provide feedback. This will help identify issues with navigation, functionality, and interface.
- Testing of strategies and policies: A non-governmental organization working in the field of human rights can conduct a simulation and practical testing of a new method for interaction with government bodies. This will help determine how effectively the plan works and what possible problems arise on the way to its implementation.
- Testing the effectiveness of training programs: A non-governmental organization that provides youth entrepreneurship training may conduct post-course placement tests or surveys to determine student understanding and performance.

Testing helps public organizations increase the quality and efficiency of their activities and adapt them to the needs and expectations of the target audience. It is important to remember that the test results should be used to improve initiatives and services and make management decisions.

WHAT IS THE 4W MODEL, AND WHAT IS ITS SIGNIFICANCE FOR USE IN A PUBLIC ORGANIZATION?

The 4W model solves complex problems and develops innovative solutions using the Design Thinking methodology. This model includes four main steps that begin with the letter «W» and promote a deep understanding of the problem and the effective development of a solution. Here is a brief description of each stage:

- **WHAT?** This stage is about understanding the problem or challenge you are facing. You ask yourself, «What is the problem?» and try to get as much information about her as possible.
- **WHY?** You analyze the reasons why this problem exists. You ask the question, «Why did this happen?» and try to understand the roots of the problem.
- **WHAT IF?** At this stage, you consider possible solutions. You start thinking, «What if we do this or that?» and generate ideas to solve the problem.
- **WHAT›S NEXT?** At the final stage, you determine what specific steps must be taken to implement the chosen solution. You ask yourself, «What are we going to do next?» and develop an action plan.

The 4W model helps systematically approach solving a problem and developing a solution, providing a deep understanding of the problem and its context.
For example, let›s consider the case of improving the efficiency of the work of a public organization in terms of environmental protection.

WHAT? (WHAT?). The NGO has determined that adverse environmental impacts in their region remain significant. The problem lies in the insufficient motivation of the local population to preserve nature.

WHY? (WHY?). The analysis showed that many people believe their actions have no environmental impact and are not sufficiently informed about the consequences. Lack of awareness and motivation are the main reasons for independence from ecological issues.
WHAT IF? (WHAT IF?). The community organization generates ideas such as conducting educational campaigns, creating environmental initiatives, and developing partnerships with local schools and businesses to promote sustainable consumption and environmental conservation.
WHAT›S NEXT? (WHAT›S NEXT?). The organization develops a detailed action plan, including resources, budget, and responsible persons. They also plan to monitor and evaluate the effectiveness of the implemented measures to ensure continuous improvement of their activities.

This case study shows how a public organization can use the 4W model to solve a problem and achieve its environmental goal. Using the 4W model, the organization can more systematically approach the understanding of the problem and the development of innovative solutions.

REMEMBER! Among the main ideas and rules of design thinking:

- Human orientation is the main rule.
- The team that produces innovations is formed from people from different fields and with different experience and expertise.
- Participants know how to work in a team, do not criticize the ideas of others, but complement and inspire.
- We learn to listen and empathize.

Strategic and operational planning of work in the public sector

2

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GLOSSARY:
Strategy, operational plan, strategic session

INTRODUCTION

In today's public sector, where challenges and opportunities are too dynamic and diverse, strategic and operational planning determines the success of public organizations. This guide is designed to help you solve current challenges and build a future with maximum social impact.
Strategic planning allows you to define the direction and goals of your organization. It's like a compass that guides you through uncertainty. Operational planning, in turn, helps translate strategy into concrete actions and results.
In this guide, we will examine the critical aspects of strategic and operational planning and identify practical tools and techniques so that you can adapt your organization to changes in the social environment.
Events in the public sector change rapidly, and your ability to respond and implement new ideas determines your effectiveness. We will help you become an architect of positive change and a builder of a future where your organization plays a crucial role in shaping the society we all want to see. Prepare for an exciting strategic and operational planning journey in the public sector, where your efforts and vision will turn challenges into opportunities and achievements.

STRATEGIC PLANNING

A GOAL WITHOUT A PLAN IS JUST A DREAM. (C) ANTOINE DE SAINT-EXUPERY, FRENCH WRITER

Strategic planning is an essential component of the success of public organizations that strive to achieve maximum impact on society and effectively solve crucial issues. Strategic planning requires careful study of the current state, definition of goals and objectives, and development of effective strategies for achieving success. Below are seven key steps that determine the successful path of strategic planning: Environmental Analysis: The first step in strategic planning is a detailed analysis of the organization's external and internal environment. Identify trends, opportunities, threats, and strengths and weaknesses to understand the context better and identify public needs. Defining the Mission and Vision: Formulate a clear mission that defines the purpose and meaning of your organization, and define a vision - what is the ideal future you want to see? Definition of Strategic Goals: Define specific, measurable, and achievable strategic goals that determine the organization's mid- and long-term direction. Analysis of Initiatives and Programs: Thoroughly evaluate existing and potential initiatives and programs to assess their alignment with strategic goals and effectiveness. Strategy Development: Create strategies that will help you achieve your goals. Select optimal approaches and detail actions to implement strategies. Defining Metrics and Assessing Progress: Establish success metrics and evaluation mechanisms to measure progress toward strategic goals regularly. Community and Stakeholder Engagement: Community and stakeholder engagement is critical to strategic planning. Ensure the participation of diverse groups in the decision-making and priority-setting process. These steps create a holistic plan that guides your organization into the future, ensuring high impact and sustainability in the public sector. Strategic planning is not just a tool but a critical success factor for public organizations with ambitions to change the world around them.

The key to success is having a plan and implementing it to meet your goals and objectives. More and more organizations recognize planning as a critical step for effective operation and management. Whether it is a non-profit organization, a government agency, or a closed private enterprise, strategic planning is becoming necessary for all institutions.

A strategic plan is a document that clearly defines the organization's purpose and goals, mission and vision, key milestones and actions needed to achieve those goals, and other essential elements. While strategic planning is necessary, it can also be challenging, especially for new or smaller organizations. In the public sector, many organizations do not have a properly developed strategic plan, or the existing plans are too extensive or complex, sometimes making their implementation impossible.

The strategic plan is a living document that defines how the organization functions. Strategic planning is a managerial activity that sets priorities, directs energy and resources, enhances functionality, ensures that employees and other stakeholders work together to achieve common goals, establishes agreement on planned outcomes, and evaluates and adjusts the organization's direction in response to environmental changes.

A strategic **plan mainly focuses on the future and suggests the organization's actions to achieve its goals.** Strategic planning also helps align desired outcomes with defined goals. It directs the organization toward its goals and evaluates and adjusts the overall direction of operations in light of changing circumstances. Moreover, it filters the problems that hinder the growth and progress of the organization and suggests appropriate steps to correct them.

Effective strategic planning results from a disciplined effort that defines the organization, shapes and directs its activities and functions, and categorizes its services and the reasons for performing them.

WHY DO WE NEED STRATEGIC PLANNING?

Effective strategic planning is born from the discipline and efforts that define the essence, shape, and manage the activities and functions of the organization, as well as classify the services and motivations for their performance. A strategic plan becomes essential for ensuring growth and the organizational development of non-profit organizations. Below is an extensive list of reasons why such planning is essential for public organizations:

- First, the document defines the organization's mission and concept and indicates the general direction of its future development.
- In the presence of a formed strategic plan, more reasonable decisions are made. This allows team members to reference the concept and determine next steps.
- Through strategic planning, an organization can better understand its strengths and weaknesses, opportunities and threats, and available resources. A SWOT analysis allows you to assess strengths and exploit opportunities.
- Strategic planning determines how to achieve the set goals.
- It simplifies time management, financial and human resources management.
- Public organizations can more effectively manage investments and resources, determine the budget for a certain period, and allocate funds.
- Team members can share responsibility and be responsible for a specific sector, strengthening organizational management and ensuring effective human resource involvement.
- Organizations can identify short-term and long-term goals and work towards achieving them.
- Strategic planning helps update operations to adapt to changes in the environment.
- It stimulates energy and neutralization of conflicts when solving critical issues.

• A strategic plan allows you to focus on essential aspects and issues of the organization, to pay less attention to non-priority projects and initiatives, and to suggest where to shift the focus. This increases productivity and efficiency.
• An organization can gain significant competitive advantages by following its strategies, which helps to build a positive image and reputation.
• Focusing on strategic aspects allows the organization to build on its successes and consider long-term perspectives.

WHAT ARE THE TOOLS OF STRATEGIC PLANNING?

Ideally, a good strategy is accompanied by practical planning tools. Several tools can be used in strategic planning: Visualization, metrics or graphs, SWOT analysis, PESTLE analysis, Similarity charts, portfolio analysis, and interaction diagrams.
Each of these tools is important and has its way of being used in the planning process. Their ideal combination is subtly integrated into the organization's strategic planning model.
VISUALIZATION. The first tool is Visualization of the future. It starts with brainstorming and gradually leads to the organization's long-term Visualization needs.
Visualization helps identify strategic projects chosen by managers. The image of the organization, formed through Visualization, becomes the most critical element of the foundation, which directs all further plans and prospects.
THE IMPORTANCE OF VISUALIZATION. The image of the organization is the most essential element of the foundation that directs all its plans and prospects. Visualization helps leaders define their slogans and inspire them to work further. The visualization process requires specific skills and attributes to create a motivational motto for the organization and its employees.
HOW DOES VISUALIZATION WORK? The process of Visualization begins with the discussion of answers to crucial questions: what the organization aims to achieve in the future, how

it should look, what image should be built in the minds of potential customers, and who should be this potential customer. Leaders formulate the answers to the questions, defining the vision of the slogan. After discussion, the council determines the slogan, guided by simplicity, attractiveness, and widespread use.

METRICS OR GRAPHS

An ideal strategic plan cannot be done without numbers, calculations, and graphic images. These elements are often avoided due to many people's lack of aptitude for mathematics. However, to justify the overall concept, it is necessary to have a case supported by numbers and metrics that determine whether the project will have the intended impact.

THE IMPORTANCE OF METRICS AND GRAPHS. Strategic planning requires daily responsibilities. With limited resources, the management team must monitor the performance of various projects and evaluate whether they are achieving their goals. With the help of metrics, leaders can get information about when to change the focus of the activity or, in the worst cases, stop the project altogether.

For example, suppose your organization intends to work in the field of education. In that case, managers first analyze the graphs to determine whether there is sustainable growth of partners and funding in this sector. If the charts do not indicate a stable situation, leaders adapt their strategies and look at another industry that may look more attractive.

CREATION OF METRICS AND GRAPHS. Before creating a metric, organizations choose the most important metric critical to their strategy before creating a metric. There are three types of indicators for measuring progress:

PERFORMANCE INDICATORS. Evaluate the results of efforts.

STRATEGIC INDICATORS. They indicate whether the organization is moving in the right direction.

Indicators of the main activity. They depict the effectiveness of the systems in supporting the desired growth.

One or more of these indicators should be used in changing conditions to track better and evaluate results. Leaders ask specific questions to create a metric: the name of the metric and its coverage of the organization, the required dates and data source, the type of graph, and how to interpret the metric. After receiving the answers to these questions, the ideal metric is chosen for a certain period.

PESTEL ANALYSIS

PESTEL analysis is an important planning tool to study external factors that affect the organization's activities at the macro level. This strategic tool helps analyze market growth and decline, business positions, potential, and direction of activity and is also helpful for use by public organizations.

Importance of PESTEL. The analysis results identify threats and weaknesses during the SWOT analysis.

How to conduct such an analysis? The first stage of conducting a PESTEL analysis is to understand all the external factors that can affect the work of your organization.

As part of the analysis, the following factors are evaluated:

POLITICAL. This covers government policies, taxation, trade laws, etc.

ECONOMICAL. Factors related to the external economy, markets, financing, interest rates, exchange rates, inflation, people's incomes, etc.

SOCIAL. These factors are related to the beliefs, customs, views, traditions of a particular place and significantly affect the organization's activities.

TECHNOLOGICAL.

ECOLOGICAL. Climatic conditions such as rains, disasters, and the like can affect the operation of your organization.

Legal Includes regulations, certificates, legal procedures related to health and safety, rights and laws, product safety, etc.

Once the various factors are identified, data must be collected and research conducted to understand the impact of these factors on your organization.

SWOT ANALYSIS

SWOT analysis is a highly effective planning tool where participants analyze and evaluate their organization's strengths, weaknesses, opportunities, and threats. This type of strategic analysis allows you to assess the organization's current state and successfully manage based on the conclusions obtained.
SWOT is defined as an acronym formed from the first letters of the components of the analysis: Strengths, Weaknesses, Opportunities, and Threats.
The importance of SWOT analysis. SWOT analysis helps managers create a complete picture of the current position of their organization to develop a plan of action, taking into account the current situation and the common goal.
How is a SWOT analysis conducted? SWOT analysis involves a deep study of the organization's internal and external environment. In the internal environment, the leadership team brain-

storms to identify the organization's strengths and consider ways to turn them into a competitive advantage in the market. They also identify weaknesses and consider opportunities for improvement. Disadvantages can be turned into advantages with the right combination of planning and skill.
In the external environment, leaders focus on the stabilization and prosperity of the organization in a competitive environment. They identify promising opportunities and potential threats, considering internal and external factors. Key opportunities and threats are reflected in the overall strategic plan.

SWOT ANALYSIS MAINLY FOCUSES ON THE FOLLOWING FACTORS:

STRENGTHS: positive aspects of the organization that contribute to the achievement of the set goals and objectives.
WEAKNESSES: internal factors that make it difficult to achieve the desired results.
OPPORTUNITIES: external factors that can support the organization in moving closer to the goal.
Threats: negative external factors that may jeopardize current activities.
Risk assessment at the planning stage allows for the development of risk reduction strategies.

SIMILARITY CHART

A similarity chart is essential for structuring and grouping various indicators, simplifying their management. The term "similarity" indicates properties of similarity or interrelationship, making this tool effective for grouping, classifying, and uniting large prospective projects and initiatives.

IMPORTANCE OF SIMILARITY CHART. The results of a SWOT analysis often lead to many internal and strategic projects that require implementation. A Similarity chart helps to effectively group and unify these projects by highlighting standard features and characteristics. This facilitates the development of projects in specialized categories and focuses on specific niches. With this tool, leaders can prioritize only a limited number of projects instead of considering 50 initiatives.

HOW A SIMILARITY CHART IS FORMED. The leadership team writes down all promising initiatives or projects on 3X3 stickers. Entries are placed on a flip chart, and the team then discusses and categorizes them into more significant categories or themes according to a shared logic. This process, backed by careful research, gives the project more clarity and simplicity. The procedure is considered complete when the team finds possible connections between all the notes and makes no more changes.

DIAGRAM OF INTERACTIONS

The organization's leaders should select only a few significant projects among all the important ones. An interaction diagram is vital for comparing all challenges and opportunities across projects, helping identify key initiatives that can benefit others.

THE IMPORTANCE OF THE INTERACTION DIAGRAM. This tool was created to compare all aspects of projects to identify the key ones aimed at creating maximum impact on other projects. An interaction diagram helps structure projects and define their interactions for more efficient planning.

HOW TO CREATE AN INTERACTION DIAGRAM. The leadership team creates an interaction diagram after classifying potential projects or strategic initiatives using a Similarity chart. First, they collect all the stickers left after grouping and place them in a square box around the flip chart. From the initial angle, they compare each project to the others, looking at whether there are substantial causal links between any two initiatives. To determine cause-and-effect relationships, the team draws an arrow between two projects (one affects and the other is affected). The number of arrows coming out of each project is determined by counting. Projects with the most arrows are likely to produce productive results when included in the project plan. Thus, the team considers these initiatives when developing strategic planning.

PORTFOLIO ANALYSIS (PORTFOLIO)

Portfolio review involves analyzing an organization's current, past, and present projects and programs with an assessment of their performance. This systematic approach to analysis allows you to determine the effectiveness of a wide range of services the organization provides.

THE IMPORTANCE OF CONDUCTING A PORTFOLIO ANALYSIS is that it prompts top management to individually evaluate all programs and projects, as well as the correct allocation of resources between them.
HOW TO CONDUCT SUCH AN ANALYSIS? At the initial stage of this process, the various sectors, projects, and services performed by the organization are defined. After identifying all the programs, they are classified into four categories:
STAR PROJECTS OR STRONG PROJECTS. It refers to successful projects and activities that have already demonstrated their effectiveness in the past and continue to be strong in the present.

QUESTION MARKS OR NEW PROJECTS. These are new ideas and projects that have not yet been tested. Although they have been developed, their success still needs to be confirmed.
MAIN PROJECTS. These projects have received funding in the past and ensure financial stability and trust in the organization.
FAILED PROJECTS. These projects have exhausted resources and do not significantly contribute to the organization's activities.
Based on the analysis and classification of projects and services, it is possible to draw conclusions about which projects need attention and which can be noted for a separate list.

PRINCIPLES OF PLANNING

Experts in the governance and management of non-governmental organizations offer several basic principles for strategic planning that contribute to the planning process and ensure its successful implementation in the future.
LEADERS MUST LEAD. Managers determine strategic planning. This requires top management to be fully involved and responsible in this process. Since management makes the final decisions, their full inclusion in planning is essential.
THE TEAM AND THE STAFF MUST OWN THE PLAN. The success of a strategic plan depends on its acceptance by the team. Therefore, it is essential to involve colleagues in this process as much as possible. If the organization's members accept the plan, they will actively contribute to its implementation. Leaders are responsible for the organization and the staff, so involving the latter in the planning process is essential.
STAKEHOLDER ANALYSIS. Understanding stakeholder expectations is critical to success. Involving them in the planning process makes it possible to consider their needs and determine the organization's future direction.
A SIMPLE PLAN. The planning process should be simple, without overcomplicating it with technical means or jargon. The primary function of the plan is to indicate the direction.

STAGES OF STRATEGIC PLANNING

The strategic planning process is carried out by team leaders who come together to analyze various situations affecting the state of the organization. During this process, they consider the organization's current state and its internal and external environment, develop strategies and goals aligned with the assessment of the situation, and create procedures to implement and give weight to the strategic plan.

Ideally, strategic planning is developed for three to five years. Still, it can cover a shorter period, mainly when the organization or its environment develops dynamically.

Standard strategic planning includes five stages: analysis of the current state, definition of the future state, definition of goals and objectives, implementation, and evaluation.

ANALYSIS OF THE CURRENT STATE OF THE ORGANIZATION. In the first stage, the current state is determined, and a complete review of the internal and external aspects of the organization is carried out. Managers analyze the market, the competitive environment, and the organization's core competencies, using a SWOT analysis to examine the impact of factors on it.

DETERMINATION OF THE FUTURE STATE OF THE ORGANIZATION. After assessing the overall picture, organizations identify future state options. Develop the concept and slogan of the company, focusing on the main priorities. Future goals and core values are also defined.

IT IS DEFINING THE GOALS AND OBJECTIVES OF THE ORGANIZATION. Leaders move on to defining shared goals and objectives by formulating a mission and vision. It helps the organization understand how to achieve its priorities.

REALIZATION. The general plan is executed at this stage, and accountability is determined. Leaders approve the allocation of resources to achieve goals by addressing implementation issues.

RATING. The final stage involves evaluating the plan's implementation and checking whether it will bring the expected results. The plan is regularly assessed, and leaders check that the project is moving in the right direction, ensuring reliable planning.

WHO SHOULD BE INVOLVED IN STRATEGIC PLANNING?

Strategic planning involves team members and the organization's management, with responsibility for the entire process resting on the shoulders of board members, who determine how many additional stakeholders should be involved in the process. The strategic plan must involve all internal and external stakeholders to be practical and realistic.
Typically, the planning process involves representatives of various stakeholder groups, such as development partners, target beneficiaries, employees, strategists (consultants), and others.
It is a practical idea to involve the organization's partners directly or indirectly in the planning stage. You can email specific partners and ask them to respond by a specified time.
Your team is another critical group of people who should be involved in planning. Often, management and boards may not have enough information about the actual situation, so it's essential to bring in employees who can provide insights into issues on the ground, etc.

COMPONENTS OF STRATEGIC PLANNING

INTRODUCTION. Summarizing the entire strategic plan report is a quick and precise information transfer tool.
Information about the organization's activities. Description of the organization's activities, type of work, processes, and area of operation, including the historical aspect.
MANAGEMENT STRUCTURE. Description of the management mechanism and personnel of the organization. Concept, mission, and values of the organization.

STRATEGIC ANALYSIS. Describe the planning tools used and their results, including resource estimates.
GOALS AND STRATEGIES. Formulating future goals and determining strategies for their achievement during the next five years.
RATING.

Strategic Planning Guide for Non-Governmental Organizations provides comprehensive information and practical advice for successfully developing and implementing strategic plans. Key aspects are highlighted, such as the active involvement of team members and stakeholders, the need for the plan to be realistic and practical, and the importance of evaluating and adjusting the strategy. Thanks to the transparent sections of the planning process, the guide becomes a valuable tool for public organizations, contributing to their successful development and goal achievement.

Project management in the public sector

3

Let our premature anxiety become premature thinking and planning
© Winston Churchill

AUTHOR: MAKSYM VOICHUK, Ph.D. in Economics, young scientist, project manager, business trainer, and several public organizations board member, working on developing the startup ecosystem in Lutsk and actively shaping youth policy in the community.

GLOSSARY

A PROJECT Is a particular task with specific input data and desired results (goals), which determine the method of its solution.
THE PROJECT IS A UNIQUE SET of processes limited in time, resources, and quality requirements to create new value.
PROJECT MANAGEMENT IS FINDING AND IMPLEMENTING the most effective system of planning, organizing, and managing resources to achieve the set goals and create a project product successfully.
The program is a collective activity for implementing a series of interrelated projects, usually of a long-term nature.
PROGRAM management manages the organization›s activities, which have clearly defined goals and objectives and are implemented through short-term, resource-limited stages (projects).

INTRODUCTION

In recent years, project and project management have become a prevalent approach in the short-term planning of the operational activities of organizations. Due to its efficiency and structure, the project approach has become a vital tool for strategically managing organizations› activities. Despite limited resources, each project aims to create a specific product, which, thanks to optimizing planning and management processes during such activities, forms its attractiveness.
Project management is used in various spheres (business, public sector, culture, IT, etc.), forming a separate layer in the sociocultural plan - its terminology, slang, and professions.

PRESENTATION OF THE MATERIAL (QUESTIONS AND ANSWERS)

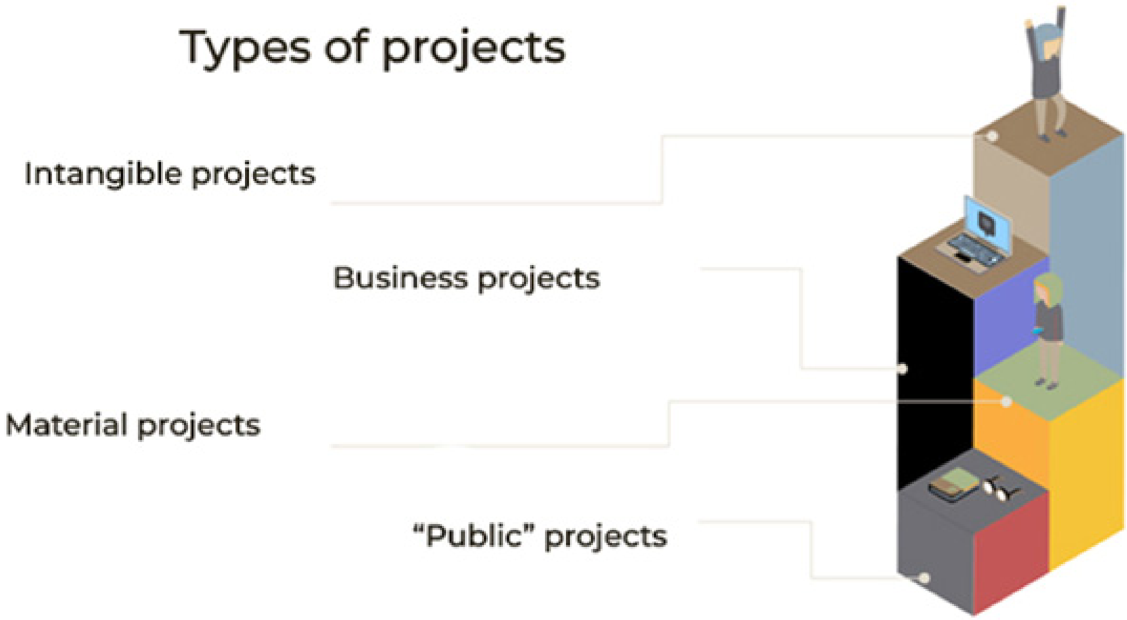
WHY IS THE PROJECT APPROACH SO POPULAR?

The limitation of resources, in particular of time, is decisive for project activity and, in turn, creates the basis for creativity and finding ways to obtain maximum efficiency from available resources. All this in a complex creates new approaches and products. Project activity reflects design thinking or simply the famous phrase «eat an elephant with a teaspoon.» Each project solves a specific problem, which is usually a part of a more global «big» problem.

WHAT TYPES OF PROJECTS EXIST?

In general, many different groups and types of projects are distinguished - it all depends on the characteristic by which the activity needs to be classified. However, it is worth talking about several universal types of projects:

intangible - when the product of the project is instead an activity, which, of course, can have physical by-products but has more signs of an intangible solution
material - when the product of the project has a physical dimension
business projects – when the idea of the product of the project is to bring income
Intangible projects – typical for the public sector, when the product does not bring direct financial income to the executors/customer of the project



WHAT IS THE DIFFERENCE BETWEEN PROJECTS IN THE BUSINESS AND SOCIAL SPHERES?

Here, remembering and understanding that the methodology is the same - business structures and non-profit organizations use the same method in project activities are worth remembering. The only difference is that the project›s product in business must bring financial benefit to the customer/executor, and profit is not the goal in the social sphere.

WHAT ARE THE MAIN FEATURES OF THE PROJECT?

ANY PROJECT MUST MEET four key characteristics:
One clear start and end date of the activity
Two, the project has clear boundaries (scope, activities, target audience)
Three projects create a new product 4, the project is a tool for achieving the organization›s strategic goals

ARE PROJECT ACTIVITIES ALWAYS PERFECT?

Thread The specificity of any project implies the presence of internal and external risks. Very often, neglecting these risks and insufficient risk management planning creates threats and can affect achieving the project›s goals.

WHAT IS A PROJECT PRODUCT?

For any project, a product results from an activity that optimally solves a defined problem. The project›s product can be a publication, a technique, or a physical space.
Each project must have a «product» that:

- does not necessarily have a physical form;
- reflects the purpose of the project;
- implements project tasks;
- not just viable but sustainable.

WHAT IS A DEADLINE?

The deadline for the project is the date by which all project activities must be completed.
Is death the main thing there?
This does not mean the end of the activity in general but rather summarizes a specific stage.

AND WHAT WILL HAPPEN WHEN I CROSS THAT LINE?

It depends on a whole range of conditions - usually on the customer. Postponement of the deadline is possible.
Life against deadlines the deadline: what is it?
The deadline should be considered a date for summing up and using the conclusions in further planning.

HOW DO THE PROJECT AND PROGRAM ACTIVITIES OF THE ORGANIZATION RELATE?

The set of projects implemented by the organization usually forms a program activity. In general, the «umbrella principle» is often used in project management - the spokes of the umbrella are the priorities of the organization›s activities and reflect various aspects of the big problem the organization wants to solve.

THE PROJECTS are the «fabric between the spokes» that creates protection against a big problem, thus forming an umbrella.

That is, umbrella projects are a group of small projects that solve a big problem in its various manifestations.

The umbrella principle in CSO activities

The presence of a «big umbrella» is a vision.

All topics of specific projects are «points» in the «big umbrella» - the mission.

«Spikes» do not cross each other but are united by «fabric» - cross-sectorality.

HOW DO THE VISION, MISSION, VALUES, AND PROJECT ACTIVITY CORRELATE?

For CSOs, programmatic and, accordingly, project activities are practical mission tools, i.e., activities aimed at achieving the organization›s mission. All activity, including project activity, is based on the organization›s values. That is, the vision, mission, and values are directly integrated into the project and program activities of the organization.

WHY IS IT NECESSARY, AND HOW DO WE UNDERSTAND CROSS-SECTORALITY?

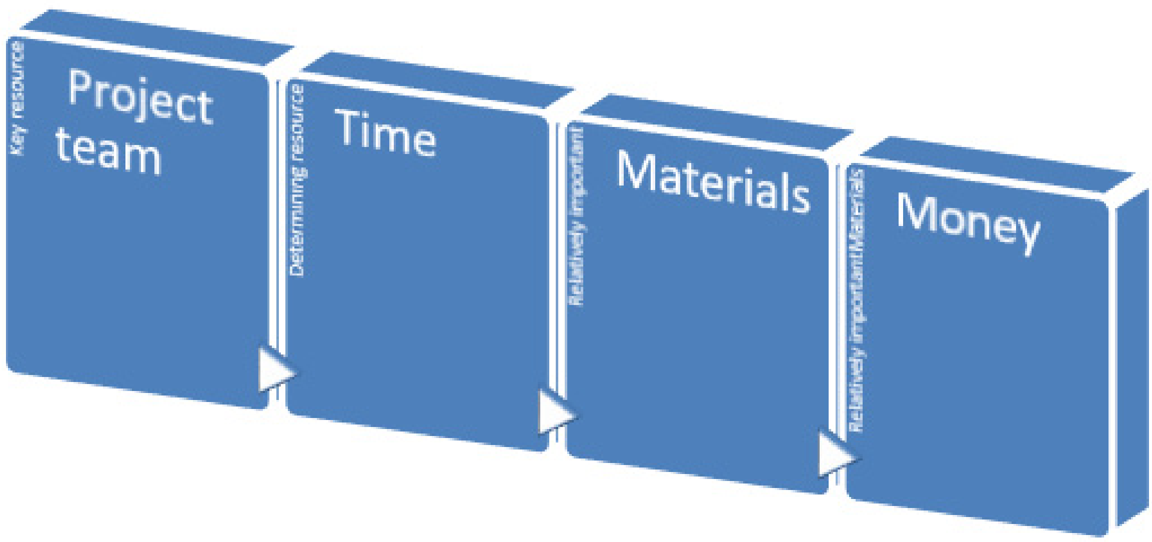
Everything is quite simple:

- several spheres are united within the umbrella, and this is good;
- projects must be a priori cross-sectoral;
- it is worth distinguishing spheres of activity and tools.

Cross-sectoral is a tool that means combining approaches from different fields in a specific project (education, culture, participation in community management). However, the project itself can be implemented in a particular field.

RESOURCES AND THEIR UNDERSTANDING OF THE PROJECT?

KEY TYPES OF RESOURCES IN PROJECT

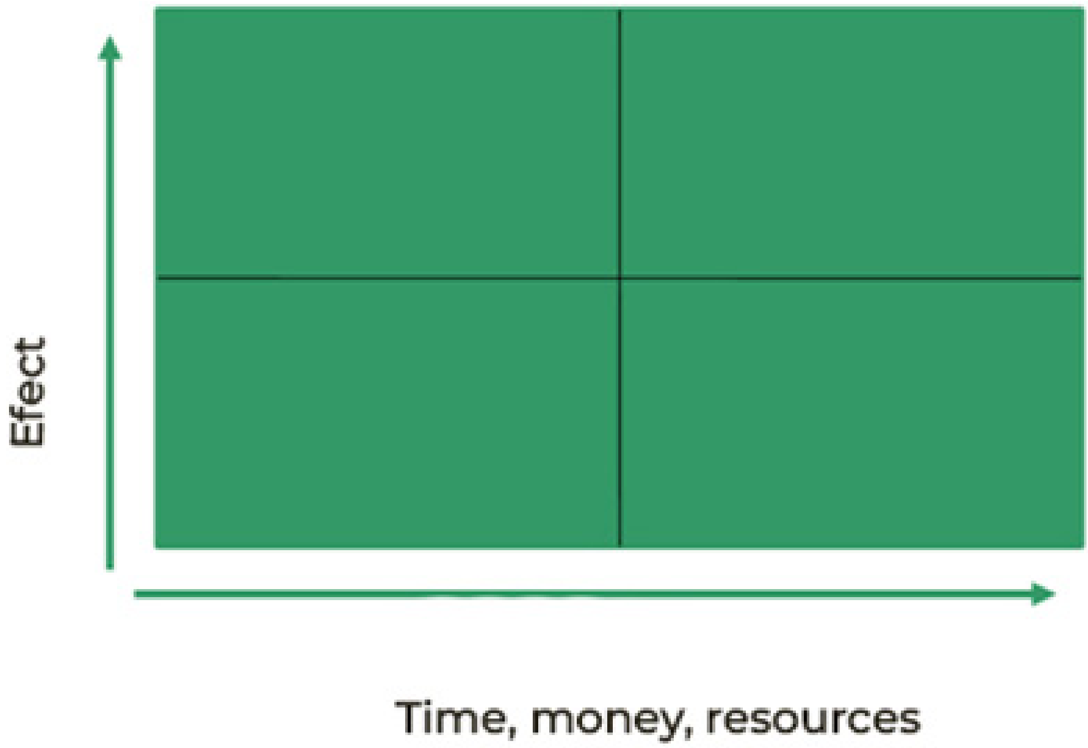


Classically, there are four main types of resources in projects - all of them are limited, and the priority for achieving results depends on both planning and the potential capacity of the organization. The limited resources make the project activity attractive because it involves improving management processes.

HOW IS THE QUALITY OF THE PROJECT DETERMINED?

The project›s quality is measurable and based on the effective ratio of resources and goals - typical for any project is the definition of goals and indicators of their achievement.

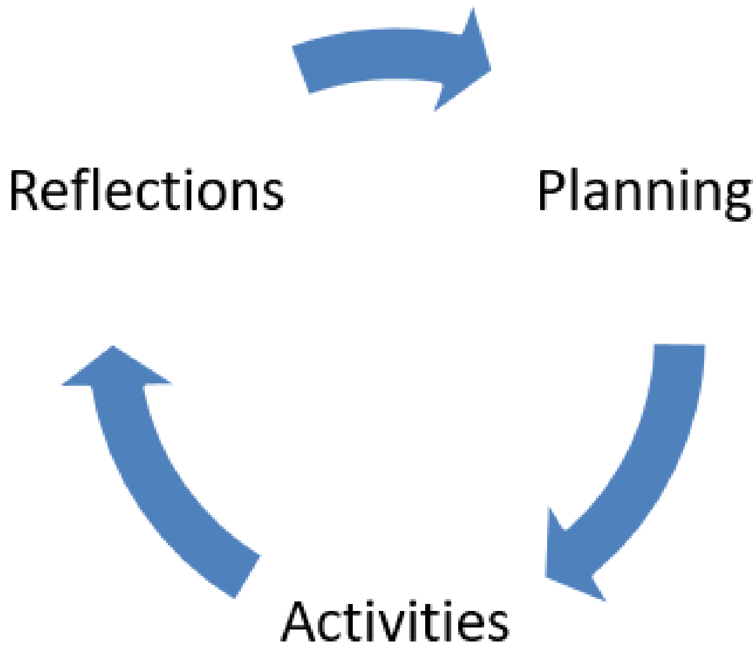
In addition, the Boston matrix is used for quality assessment and effective planning.



When planning a project, always focus on the upper left square - the minimum amount of resources that can provide the maximum effect.

HOW THE PROJECT TEAM IS FORMED

The project team is a crucial resource for success. The project team comprises a project coordinator, manager, and financial manager - a basic set that can be expanded depending on the project›s scope.



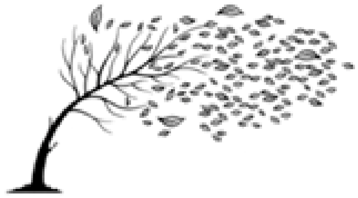
The project cycle meets the deadline,
The project cycle does not end after the end of the project – one project flows into another, thus forming the program activity of CSOs.

ARE PERFORMANCE INDICATORS ABOUT QUALITY OR SUCCESS?

Indicators are usually one of the most difficult, albeit the most obvious, issues in planning project activities. Indicators are those objective indicators of our activity by which we determine whether we have achieved the planned or not. Quantitative and qualitative indicators, which are related to each other, are identified.

Who has seen the wind?
Neither you nor I:
But when the trees bow down their heads,
The wind is passing by.

Who Has Seen the Wind?
BY CHRISTINA ROSSETTI



N. B.

This is not an exhaustive list of issues related to project activities, but essential things. Each specific project is unique and involves adapting a universal methodology.

4

Fundraising and finding partners in the public sector

FUNDRAISING AND FINDING PARTNERS IN THE PUBLIC SECTOR

Author: Ruslan Kraplych
Using the experience of the Foundation
named after the princes-benefactors of Ostrozkykh

WHAT IS FUNDRAISING?

Fundraising - raising funds is not exactly the exact equivalent of attracting resources for non-governmental non-profit organizations' activities.

Fundraising is the collection of donations for non-profit, social, and charitable organizations.
Fundraising is not begging for money, as one might mistakenly imagine. They are begging for alms, and the organization working in the social sphere does not require handouts but donations made consciously.
Successful fundraising is possible only if good planning and high-quality performance of duties by those responsible for

this area in the organization. Good preparation always brings good results. To receive support, we must do our work well, show its results, and convince people with arguments that this work is also helpful for them. You can receive money not because you sympathize with someone but because your sympathy prompts you to take concrete, practical actions. And these actions lead to positive changes in your chosen field.

Fundraising inevitably prompts you to negotiate with business leaders. Effective negotiation will make it possible to get financing.

Fundraising can equally lead to an increase in the authority of your organization and to its loss in case of abuse of the trust of potential donors. It is also worth remembering that there is no «magic formula» for successful fundraising and no guaranteed way to get money in response to an offer. However, from the experience of working in charitable organizations, we can conclude that the absolute majority of failures when collecting money (donations) are caused by insufficient preparation and the wrong choice of behavior style in negotiations.

Money can be attracted only when your organization has a ready-made project for the implementation of which resources are needed!

BRIEFLY ABOUT THE PROJECT

PRESENTATION OF THE ORGANIZATION. Information about your organization. Who you are? What you do and what experience you have will help you in the implementation of the project. Who are your partners, and what your organization or its members have achieved significant results? Do not forget the contact persons› addresses, phone numbers, and names. And also bank details!

FORMULATION OF THE PROBLEM. Describe the actual situation and the problem your organization is trying to solve.
The purpose and tasks of the project. It should be defined briefly, and the long-term goals your organization plans to achieve with this project should be indicated.
JOB DESCRIPTION. All steps of project implementation are specified, including deadlines for specific tasks. The job description may contain a plan with the terms and ways of implementing the project.
PREDICTED RESULTS. Quantitative and qualitative indicators of successful project implementation. How will the project be beneficial to society (organization)?
Budget. Shows all the cost items, the contribution of your and other organizations, and the total amount that must be spent to implement the project successfully.
APPENDICES. Letters of support and recommendations, information confirming the competence of the organization and its members, a detailed description of planned events and activities, and other documents testifying to the seriousness of the problem intended to be solved, thanks to your project.
PRESENTING AN ENTIRE PROJECT TO EACH POTENTIAL SPONSOR MAY NOT BE NECESSARY. However, the presence of the project will allow you to know precisely what and how, using which resources (human, material, technical, informational, financial) must be done during the implementation of the project. It will also make it possible to quickly and accurately answer any questions.

MAKE A FUNDRAI

1 SELECT THE TASK YOU WANT TO PERFORM WITH THE HELP OF THE INVOLVED RESOURCES. SPECIFY THE TERMS. PREPARE YOUR PROJECT.

2 GATHER COMPLETE INFORMATION AND THINK THROUGH THE ARGUMENTS IN YOUR FAVOR.

3 CONSIDER THE POSSIBLE MOTIVES OF YOUR POTENTIAL SPONSORS.

4 ANALYZE YOUR EXPERIENCE OF ATTRACTING RESOURCES AND IDENTIFY YOUR SUPPORTERS TO WHOM YOU CAN TURN IN THE FIRST PLACE. DETERMINE WHO ELSE YOU WILL CONTACT. CONSIDER WHAT AMOUNTS (RESOURCES) TO OFFER TO DONATE FROM FINANCIAL PARTNERS.

5 PREPARE MATERIALS THAT YOU WILL PROVIDE TO FINANCIAL PARTNERS.

SING PLAN.

6 SPECIFY THE METHODS OF COLLECTING RESOURCES.

7 INVOLVE THE PERSON RESPONSIBLE FOR FUNDRAISING AND VOLUNTEERS (FUNDRAISERS) IN THE WORK. MAKE SURE THEY HAVE ENOUGH INFORMATION AND MATERIALS. REMEMBER THAT 80% OF THE SUCCESS OF A FUNDRAISING CAMPAIGN DEPENDS ON CONVINCING FUNDRAISERS THAT YOUR ORGANIZATION NEEDS TO SOLVE AN EXISTING PROBLEM.

8 ESTABLISH A PROCEDURE FOR CONTROLLING THE FLOW OF MONEY. IF YOU WERE PROMISED TO TRANSFER A CONTRIBUTION (DONATION), SPECIFY WHEN IT WILL HAPPEN BECAUSE THE MONEY (RESOURCES) MAY COME TOO LATE IF YOU DO NOT TAKE CARE OF IT.

9 TAKE ACTION!

7 QUESTIONS THAT A FUNDRAISING STRATEGY SHOULD ANSWER:

What do we have to start? (person in charge, database of financial partners, presentations, letters, volunteers, mentor... etc.)
How many and what kind of resources should be involved? (projects, event plans, strategic plans, business plans of a social enterprise, etc., in which budget categories are listed (list of necessary resources).
What exactly do we need to do in terms of resource mobilization? (the goal of fundraising is expressed by the amount of required resources, sources: community\people, business, donors, local\regional\state government\politicians, organization members, events for interested parties, etc.)
How exactly will we engage? Actually, what strategies and tools will we use to attract resources? (what will be our plans A, B, and C? How do we prepare projects for donors and win their favor? Or sponsorship packages for businesses and negotiate with them? or conduct a volunteer campaign to collect donations in piggy banks in 4 ways? or conduct creative\ educational events with auctions and lotteries? Do we combine methods and tools when running a campaign? etc.)
When do we take stock, and can we change our approaches? (if the fundraising plan is a table, then in this table, we define the time to evaluate the resources raised as the period when we count the costs incurred for fundraising and the revenues received to decide on further steps.)
How do we inform the community and partners about our actions? (How do we convey information to those we will turn to for resources? How do we gather supporters, allies, and volunteers? How do we report on each of the stages of the resource-raising campaign? How do we invite partners, benefactors, philanthropists, patrons, donors, and sponsors?)
How much will it cost to attract resources? (when the fundraising

plan is ready - we must calculate the cost of all fundraising preparations and activities and draw up a fundraising budget to add the number of administrative expenses for fundraising to our fundraising plan and attract more than is necessary for the implementation of projects, programs, action plans of the main activity for which resources are involved.)

YOUR ACTIONS TO FULFILL YOUR FUNDRAISING CAMPAIGN PLAN

1. List potential sponsors (determine who benefits from financing your project).
2. Call the company (find out who you will have to meet with; try to get as much information as possible about the manager and the company itself).
3. Write a letter to the company based on the project and the motives that prompt the company to cooperate with you.
4. Meet with company representatives:
   a) present your project;
   b) convince the company›s representative to allocate funding (necessary human, material, technical, and informational resources).
5. Reach an agreement. If necessary, call and write additionally, making more convincing offers.
6. After receiving the contribution, send a thank-you letter.
7. Evaluate the results of the work done. Establish long-term relationships with financial partners.

HOW TO ATTRACT FINANCIAL PARTNERS

Before becoming a financial partner, you must think carefully about who can do what and for what money you need (human, material, technical, informational resources).

After gathering the members of the organization and agreeing on a work plan with specific financial needs, we can use the «brainstorming» method to compile a list of several dozen names of companies, banks, organizations, and foundations that allocate resources to solve the problems that your organization is working on solving. You can use telephone directories (including your smartphone phone books), advertising publications, and other sources containing information about potential financial partners.
It is worth remembering: each of the financial partners could help not only with money but also with goods and services necessary for your successful activity.

REMEMBER! Not every financial partner will be happy to give a part of their profit, even if there are benefits. Sometimes, paying an already-issued bill for renting an office or phone is more accessible than laying out «live money.»
Having a list of potential financial partners and trying to get the entire amount from one is irrational. It is better to think carefully and determine who and what can provide for your organization›s needs. It is easier for a financial partner to give a small portion than all at once, especially when it becomes known that others are making charitable contributions to the noble cause of your organization.

REMEMBER! The more potential financial partners are involved, the more money, goods, and services the organization can receive to implement its mission and projects successfully.
Sometimes, when we change monetary costs to services and goods partners provide for free, the project›s cost is much reduced. The money is needed only for the wages and salaries of employees and payment of the organization›s taxes. Knowing this, financial partners will be more willing to cooperate with you.

A CRITICAL LETTER

When you prepare a letter, it is advisable to determine to whom to send this letter and who you see as your potential sponsors. If you decide to take addresses from a particular database (for example, from a collection of commercial firms in the region), consider this the easiest but not the most effective way. It allows you to receive 1-2% of positive responses. Instead, more results (5-7%) will be brought by targeted mailing when you determine who exactly should receive your letter and who can potentially act as your financial partner. Try to write a letter so that a person personally wants to support your activity. Give a short but vivid example of what concrete benefit your work brings (for example, a description of helping someone from your subordinates, a quote from a letter, positive feedback from famous people, etc.)
Always specifically and clearly express your wishes about how much and what exactly you want to receive.
The entire text of the letter should fit on one page in 5-7 short sentences. Ensure the letter is neatly formatted and has wide margins (in case the reader wants to make notes on the letter). Avoid abbreviations, special terms, and jargon - not everyone will understand the meaning of such words. The text can be typical but not too bureaucratic. The presentation should be simple, easy to understand, and short sentences. And there is no need for tears - maybe not everyone likes sentimentality. Remember to be polite!
Do not forget to call people «dear» or «famous,» and express your respect sincerely.

ANATOMY OF A LETTER

The letter of appeal to a potential financial partner should say (note that each point is less than one sentence - no more! Be specific and concise):
1. Header (name of the organization, its address, surname, initials of the head of the organization/person we are addressing).

2. Brief information about your organization (literally one sentence):
a) name;
b) mission (purpose of existence) of the organization;
c) time of establishment and official status (public, charitable);
d) who are the members or for whom your organization works?
3. Brief information about the program (draft of what you will do).
4. Cost of the project.
5. The essence of the offer (money, real estate, services, or something else your sponsor has).
6. The urgency of your needs (when you need money/ resources, by when).
7. Your guarantees (for example, when you will submit a report on using the resources received).
8. Possible motive of the financial partner (why your project deserves their attention).
9. Information about tax benefits (for the sponsor) and the mechanism for transferring contributions or money.
10. Details of your organization (address, phone, messengers, email, account number).
11. Who to contact and when for questions related to your letter.
12. An expression of wish for cooperation with the sponsor and respect for them. Indicate the name of the letter›s author, which should be signed.

P.S. Try to engage the reader with the first phrases. If they become uninterested, you risk not getting anything. Boring emails are usually not read. Using real-life examples, show how the problem you are working on can be solved and how you will do it. Using simple words, avoid trite statements such as «Chernobyl children need rehabilitation» - this is obvious to everyone. If you want to mention something unique, use a «postscript.» Due to their natural curiosity, most people may pay attention to the message in the postscript.

WHAT SHOULD YOU KEEP IN MIND WHEN ASKING FOR MONEY?

Convince your financial partner to give you their money.
Your success is the partner's success - they are interested in funding good things done by responsible organizations.
Our potential financial partner usually receives dozens of applications every month, and only a few are approved.
The funder has problems, and working with you should help solve them.
The financial partner should be interested in working with you
The application is a draft contract - if the partner approves it, everything it says will apply to both parties to the contract.
The financial partner will refuse if:
They have no respect for the author or the organisation they represent
They are not interested in your activity (project, proposal)
The letter is unclear or disrespectful
The expected results of the event/project do not correspond to the costs.
The event/activity is too expensive for the financial partner.
You should never lie or exaggerate - remove it from your proposal if you cannot do something.
The organization does not guarantee the implementation of the planned program.

A letter with an offer of money may not bring money, but it is an application about you and a new opportunity. You may be rejected several times, but so what? It is not the end of your organization or the world.

SOME TIPS FOR NEGOTIATING WITH FINANCIAL PARTNERS

- o Be attentive
- o Be good-natured
- o Be a good listener
- o Be competent

Keep your speech short and clear
Ask for a specific amount of money (amount of resources)

o Talk about the future
Give examples of support
o Say thank you
Keep in mind the purpose of the visit
Remember that the financial partner is also a human being
o Be able to show results
Do not turn the conversation into a monologue
Don't «run over.»
o Do not interrupt
Do not try to «recruit.»

Do not answer questions if you do not know the exact answer
Don't «brag» about troubles and illnesses

o Do not be offended
Do not lie, even in small things.
o Do not «whine.»
Do not argue
o Never be late

Treat your financial partner respectfully during the negotiations but without self-deprecation or flattery. Try to understand their motives (charity, philanthropist, patron, donor, sponsor?) and wishes, what gestures, actions, words say, what they feel, and what position they take about others.

Try to have a conversation at the level that is most accessible to your interlocutor. Be prepared to answer all questions and discuss what you have done. Remember your task. Let the other person know their contribution is the most important for your organization.

Be firmly convinced that the cause that your organization wants to implement with the money (resources) that the financial partner is to provide is so vital that it is impossible to refuse the request.

At the same time, be internally prepared for a refusal. Perhaps your interlocutor does not have any free money (resources) today, has allocated it to another organization, is not interested in your project, or does not know your organization.

This is a common situation. It would be best if you didn't get frustrated, offended, or angry. Nothing terrible will happen if you ask about the reason for the refusal and find out what good deeds your interlocutor would like to allocate money (resources) to.

Don't forget to tell them what the money (resources) will be used for and what results will be achieved. Talk about the support you have already received from others. Follow the golden rule: «A hundred friends are better than a hundred hryvnias.» Try to walk away from a potential financial partner, even if without money (resources), at least with a promise to give them in the future.

Ask who else could help you implement your project and which businessmen (partners) you should approach with a funding request.

REMEMBER that the success of your organization does not depend on the willingness or unwillingness to allocate money (resources) but on your work, skills, and perseverance.

HOW TO ALLOCATE TIME

Successful, financially viable organizations spend their time in such a way as to ensure a high level of professional training of their employees, provide quality services to society, and simultaneously work on attracting the necessary resources for this. Most often, the dynamics of time and effort in successful, financially viable non-profit organizations look like this.

If we were to divide the work of the members of an organization with ten people, we would get an almost perfect structure where

o one person is engaged in office work (administration);

o three persons - informing the public, as well as actual and potential donors sponsors about ideas, projects, current activities, and their results;

o four persons - fundraising from local, national, and international sources, as well as financial audit and reporting;

Two persons are executors of projects and socially valuable activities.

The problem with most non-profit organizations, especially newly established ones, is that they often do not have people who can work in the proposed structure (organogram) in a quality and competent manner.

To improve this situation, it should be understood that people come to a non-profit organization only when invited. It is people who help the organization become successful in its practical and valuable activities for society. Volunteers are among the most critical resources you should attract before receiving funding.

PACKAGE FOR FUNDRAISERS

It should be borne in mind that the more volunteers (fundraisers) know about the organization and the potential donor (sponsor, patron, philanthropist, benefactor), the more predictable the donation is. Therefore, volunteers should be encouraged to learn more about the organization's activities and information about potential financial partners.

Each volunteer should receive a package of materials from us, including.

o information about the successful activities (development) of the organization (up to one page) and the purpose of collecting donations;

o the project (description of activities) for which funding is sought (up to two pages);

o information about the potential financial partner (including a list of all its previous donations, if any);

o names and phone numbers of the organization's employees (coordinators) who can answer the questions of the volunteer or financial partner in case they do not have an answer to a specific question;

o a list of possible types and forms of donations (non-cash payments, shares, material contributions or property, free services or use of transport, deferred donations, large personalized donations for a specific purpose, etc. ;)

o presentation materials (business cards, booklets, newsletters, annual reports, etc.)

Such materials will allow volunteers/funders to be more confident in negotiations and communicate freely and without tension.

It would be good to encourage the volunteer/fundraiser who will be going to a potential financial partner to make a small donation to the organization for the causes you are involved in. This step will instill confidence that it is possible to receive a donation (because we have done it ourselves) and that the charity event will be successful because we will find other people who will also support it.

It is important to remember that you must make a donation offer in person. Offers made over the phone or in letters rarely result in large donations and often none. Therefore, it is worth teaching volunteers first to call a potential financial partner to arrange a meeting and then conduct negotiations that last no more than 2.5 minutes. We should help volunteers as much as possible by providing detailed instructions.

TELEPHONE CONVERSATION

1. Say hello, give your name and organization, and offer the partner to participate in the project (action) together.
2. Explain your role as a volunteer and offer to meet to discuss cooperation plans. Let the donor know they are important and their advice is valuable.

3. Ask for a meeting in a way that gives the partner a choice. For example: «Would you prefer to meet on Wednesday or Thursday?» or «Would it be more convenient for you to meet at your office, or would you prefer to come to ours?»
4. Refuse to discuss the amount of the donation or the details of the project (campaign) over the phone.
5. Once you have agreed on a date, place, and time to meet, end the conversation as soon as possible.

MEETING WITH A FINANCIAL PARTNER

1. Say hello and remind them of the meeting.
2. Lighten the mood: discuss topics of common interest (e.g., your organization›s business).
3. Describe the campaign (action, project), emphasizing the benefits of participation and the social significance for the future.
4. Give the potential funder a chance to speak and listen carefully to determine their interest in a particular aspect of the organization›s program or campaign.
5. Describe, if necessary, opportunities to become a regular partner to make a named long-term donation in a form convenient for the partner (money, shares, real estate, goods, services, etc.)
6. Mention your donation in the context of supporting the whole organization and the social importance of its work.
7. Ask the question: «Could you donate by the end of the week (month)?» - this makes the partner think and give a positive answer, even if the donation amount is less than you expect.
8. Remember that you are not raising money for yourself but for the organization and a good cause.
9. Emphasise not the amount but what will be achieved with the help of a financial partner.
10. Be sure that the offer of a large donation is a compliment (as it indicates the wealth and generosity of the financial partner).

11. Do not tire your potential partner and end the meeting when there is a logical pause.
12. If they have not decided, agree on the meeting›s exact date, place, and time and offer to visit the organization.
13. Before you leave, give the potential financial partner the materials (proposal letter, project, booklet, or annual report). Ask if they need any additional information to make a decision.
14. If you cannot give an answer right away or offer additional materials, promise to get back to them within a few days.
15. Fill out the visit card and contact the organization›s fundraising coordinator as soon as possible to inform them of the visit results.

Additionally, volunteers/fundraisers **SHOULD REMEMBER:**

a) if our potential financial partner complains about their difficult financial situation or criticizes the organization, listen carefully, never argue, apologize, or make excuses;
b) if a potential financial partner stubbornly refuses to donate, which you think they can do, arrange a follow-up meeting. Perhaps, after discussing the situation in the organization, another volunteer will go to this partner next time;
c) if your partner gives a small donation, it is not a defeat but a victory because it is a cooperation that will continue!

During the training on local fundraising, it was mentioned more than once that we conduct practical exercises related to negotiations with our potential donors. It would be helpful to think about such exercises for your organization.
Equally important are conversations with volunteers that would inspire them to work actively and efficiently, as their efforts will help you to do a good deed. Be sure to thank the volunteers for agreeing to work with the organization. A reminder of the readiness of the organization›s staff to support your volunteers and provide them with the necessary information and materials will be helpful. It takes us a lot of time to instruct and train

volunteers, but a significant number of large and minimal donations will result from their work, which can fully justify the time spent. After all, one person can physically visit 5-10 potential financial partners during a whole working day. And ten volunteers, making two visits, will visit them twice as fast. In addition, public and charitable organizations often engage many volunteers to conduct mass fundraising events in city squares and other public places, as well as door-to-door campaigns that allow them to collect large amounts of individual donations from citizens.

PROFESSIONAL, ETHICAL STANDARDS OF A FUNDRAISER

1. Involvement of children, representatives of socially vulnerable groups, or groups with limited decision-making capacities in fundraising activities. Children, representatives of socially vulnerable groups or groups with limited decision-making capacities may be involved in fundraising activities under **CERTAIN CONDITIONS:** 1) voluntary participation; 2) full participation (involves explaining to the participants their clear understanding of the fundraising goals, and not using only the emotional side); 3) informing parents of children involved in fundraising activities; 4) informing the audience about the conditions under which representatives of these groups participate in the campaign.

Persons with mental disorders should not be involved in fundraising activities.

2. Raising funds from groups of potential financial partners raises ethical doubts. It is unacceptable to raise funds from organizations of an occult and destructive nature (sects and the like). Active fundraising from organizations or individuals with a criminal image (contacting them on your initiative) is unacceptable. Passive fundraising from such individuals and organizations is acceptable (positive response to an offer).

It is unacceptable to refer to the criminal past of a potential financial partner when refusing a donation.

Raising funds from industries that deliberately cause harm is unacceptable (openly evading compliance with safety and environmental standards).
Raising funds from trade unions, traditional religious organizations, network marketing organizations, politicians and political parties, administrative bodies, prisoners, and anonymous donors is permissible.
3. Remuneration of fundraiser›s work Remuneration of fundraiser›s work is included in the item «administrative expenses. The fundraiser›s work is paid from the funds allocated for this item of expenditure, but in an amount not exceeding 20% of the total amount of funds raised or is estimated in monetary terms and considered as a personal charitable contribution of the fundraiser. It is advisable to inform the financial partner of the existence of this expense item.
The fundraiser›s salary may be paid from the funds of the client organization. Payment is made by agreement with the client.
4. Ethics of financial «maneuvers» Kickbacks, laundering (substitution of charity by redistribution of raised funds), and smearing (inclusion of a share of funds raised for the personal purposes of the fundraiser or client in the number of funds raised) are unacceptable.
Any redistribution of resources within the project budget for which funds were raised is allowed with the consent of the donor/financial partner.
5. Raising funds in exchange for the image and brand of the fundraiser, a non-profit organization. Reputation is a fundraiser›s tool. It is essential to maintain the image to organize charitable activities.
If a fundraiser refuses to cooperate because of a threat to its image, it must give the financial partner a chance to participate in charity in another way.
6. Disseminate Information about the customer by the fundraiser during and after the fundraising activity. All Information about the financial partner used by the fundraiser should be as open as possible. It may be limited to personal

confidential Information and Information about partners of the partner organization.
Any dissemination of personal Information is unacceptable without consent. Transferring Information about the fundraising campaign to other clients must be agreed upon.
The financial partner must know the costs of organizing and conducting the fundraising campaign.
The financial partner has the right to anonymity.

7. Restriction by the fundraiser of Information on fundraising purposes and further spending of funds (in particular, on the intended or unintended use) Information on the purposes of fundraising and spending is open. Financial partners and customers of the fundraising campaign should be notified of the publicity of Information on using the funds raised. It is recommended to have a stable, permanent mechanism for disclosing such Information. Before disclosing Information about the misuse of funds, the fundraiser should be offered an option to act in this situation

8. Campaigns that do not have the primary purpose of raising funds for the mission or solving a problem (pseudo-fundraising campaigns) Deliberate pseudo-fundraising campaigns are unethical. PR activities are allowed as a stage or component of a fundraising campaign

9. Use of «sensitive» points of the target group in fundraising activities The use of «sensitive» points of the target group is permissible, except for such use that restricts the rights and dignity of these or other social groups; such performance that aggravates the social situation (sets public opinion against a group of people, stirs up fear of the threat of danger)

10. The use of the current situation is permissible with the consent of the carriers of the current «theme» - representatives of the social group in need and in case the «theme» is consistent with the perceptions of the organization›s mission among the team of the fundraising campaign customer. It is unacceptable to substitute the mission for opportunistic considerations, to conduct activities for the sake of raising funds rather than to implement the mission

11. Manipulation, hypnosis, suggestion, imposition of behavior on the customer of the fundraising campaign (representative of the target group) apart from their consciousness and will Manipulation, hypnosis, imposition of behavior are unacceptable
12. Actions to create the image of a «victim» in the financial partner Actions to create the image of a «victim» in the financial partner are unacceptable
13. Use of Church Blessings and Religious Beliefs When using the blessings of a church of any denomination, it should be based on universal values, not on confessional or religious beliefs.
It is unacceptable to create the feeling of an «unrighteous» believer in anyone or to shift the fundraising idea from a problem to the fulfillment of a religious norm. It is unacceptable to create the illusion that the activity for which funds are raised is aimed solely at realizing some religious value.
14. Partnership with administrative authorities: When entering into a partnership with the administration, it is necessary to conclude a written agreement with a clear indication of the form of contribution and payment
15. Receiving resources from administrative bodies: When receiving resources from administrative bodies, a clear definition of payment and accounting for the economic benefits of the transaction are required
16. Use of support in the form of direct directives from administrative bodies. Direct directives from the administration are allowed in cases involving municipal budget funds. It is not permitted to use direct influence of the administration on potential donors. The activities of officials to attract resources are not considered fundraising.
17. Use of official position and administrative status in fundraising activities: It is possible to use the trust in an official and their name in fundraising activities.
Information reasons and transparency in an effective fundraising campaign

During training and consultations on local fundraising, charitable foundations and other non-profit institutions often plan campaigns aimed at the local community to encourage and motivate citizens and representatives of various public sectors (government, business, and other non-profit NGOs) to make donations.
It should be borne in mind that effective fundraising campaigns should include a set of fundraising activities and inform the community about each stage of the campaign.
Unfortunately, most charitable/civil society organizations do not take into account the fact that the work of the fundraising department consists of 40% of fundraising elements (application of tools and mechanisms), 20% of implementation of projects for which funds have already been raised, 10% of administration, including planning activities, work with staff and volunteers, accounting operations, office arrangements, and 30% of establishing and developing relationships and informing the community.
In fundraising, no one has yet drawn a clear line between fundraising and public relations (PR). Thus, at least 70% of the activities of charitable foundations should be fundraising and information support of this process.
Perhaps someone will disagree with this statement and find «convincing» arguments.
However, having the experience of building a charitable foundation from scratch in the period of the newest third sector in Ukraine (1995), the staff and the Board of Directors of the Ostroh Princes Philanthropists Foundation have repeatedly been convinced that the work of a charitable foundation is a tool for attracting resources and their further distribution among those who need support or reinvestment in non-profit projects of NGOs or initiative groups of citizens. In addition, fundraising work is often about building stable and strong relationships and partnerships with financial partners (regardless of ownership) who trust the foundation and want to solve local problems or ensure local development.
Thus, fundraising turns into fundraising, ultimately resulting

in social capital acquisition. Social capital is a prerequisite for creating natural financial capital for the foundation. After all, social capital is TRUST. Without gaining the trust of citizens, community, and society, we will not be able to receive money or other resources from citizens, community and society.
That is why we are dedicating this publication to creating information occasions in the fundraising process.
Information occasions are information dissemination stages that focus public attention on specific events and encourage active citizens to take action. There are at least four levels of critical messages.
The first is simply information. The purpose of the data is to create a background or to inform about events that will occur or have occurred. As a rule, this level of information is quickly forgotten by those who receive it. We receive such information in the news every day.
Level 2 = the first level + a given emotion. Information should evoke a particular emotion (positive or negative) in its recipient. This can be social advertising.
Level 3 = first + second + readiness for action. (For example, a box for charitable donations may contain images of beneficiaries and a call to donate. In this case, the measure of the effectiveness of this crucial message would be the amount of money collected in the box).
Level 4 = first + second + third + call to mindless action. (This level of critical message is practically not used by NGOs or charitable foundations, as it is designed for radical target audiences, such as religious fanatical communities, whose leader›s call may encourage mindless action by the order).

SO, HOW DO YOU START AN INFORMATION CAMPAIGN TO RAISE FUNDS?

1. Informing about the problem. At this stage, we can help organize a press conference (briefing or press club meeting,

less often the distribution of press releases or interviews) for those directly involved in solving the problem. For example, suppose it is a question of the community›s tuberculosis level. In that case, it is necessary to organize a message from doctors and social workers who can competently discuss this problem. In particular, the following questions should be covered:

What is the problem, when did it arise, who is affected?
What are the causes and consequences of the problem?
Can it be solved at the local level?

We invite everyone who is affected by the problem to cooperate! It is essential that the call to solve the problem with the participation of partners sounds convincing and corresponds to the 3rd level of critical messages.

2. Press conference on the readiness of the solution. This media event is intended to make our organization say that we are ready to discuss the problem we have recently discussed. We must emphasize our role as partners, which involves the preparation of a project that can influence the solution to the problem. (We are not solving the problem through our efforts but only preparing a project to describe the problem, set a goal, draw up an action plan and budget, and provide the project results).
Presents the range of partners on whom the solution may depend

ANNOUNCEMENT OF THE OPPORTUNITY TO PREPARE A PROJECT

CALL FOR PARTNERSHIP

This information event is designed for the 1st level of critical messages. However, this does not mean that it is to be treated formally. After completing it, we must prepare a project involving additional partners, including the media, within a month or less.

3. Notification that the project has been written. The presentation of the project is necessary to ensure that potential

partners know not only about the events that will lead to the solution of the problem but also about the target audience to which the project is directed and the resources required for our organization to implement the project.

We remind you of the problem and the partnership to solve it

We will tell you about the action plan

Call for volunteers, donors, and sponsors to join

The last point should correspond to the 3rd level of critical messages and encourage potential financial partners and resource providers to cooperate with us.

4. Notification of the 25% fee. It is always challenging to start a fundraising process. Monitoring the fundraising process and maintaining an active fundraising campaign is challenging. (Unfortunately, the vast majority of organizations stop at the first stage of fundraising, which leads to the cancellation of many essential projects). This awareness-raising drive is a real challenge for our organization and the local community. Therefore, it can be started even when we raise only 10% of the need (project budget). We usually raise funds by sending letters to businesses, setting up collection boxes to collect donations, and conducting street volunteer campaigns. Each method is also an information campaign (always with the 3rd level of critical messages), accompanied by fundraising and attracting additional resources, including human resources.

In this case, we can again address the media and report the following:

Report on the launch of the fundraising campaign

Acknowledgement of donors, sponsors, and volunteers who have already contributed

Call for additional funding for the project

We want to emphasize that we have received the first contributions for specific budget items. The work has begun, and we are waiting for other budget items to be covered by goods, services, or finance, without which the project cannot be launched.

5. Notification of 50% collection. The general tone of the message should be that of crossing the «equator.» We have already raised half of the resources needed for the project, and the number of our partners has increased. Thus, the case affects a few interested individuals or organizations and the entire community.

Acknowledgements to donors, sponsors, and volunteers
A reminder of the importance of solving the problem
Announcement of a fundraising plan
Call for additional funding

The coverage of this stage does not necessarily have to be through the media. For example, we can write about the campaign›s progress in repeated appeals to businesses that will be distributed through courier delivery services or mail (on a complimentary basis, which is also a leveraged resource). Or on posters that will be placed near the piggy banks in public places.

6. Call for additional funding.

Thank you to donors, sponsors, partners
Report on raising 75% of the budget
A call for final donations to get the project started

You might wonder why you need to inform about the progress of a fundraising campaign so often. Why bother citizens and businesses so often?
The point is that the community needs to know how our organization is doing, especially our partners. Everyone should be sure of our professionalism. It is a professional approach to start implementing a project only after collecting the necessary funding and resources. (Otherwise, an organization that begins implementing a project without the required resources will inevitably lead to failure, loss of trust, and subsequent cooperation and funding.)
When people realize their contribution is insufficient, they become even more active. So, it often happens that those who donated the first stage easily decide to provide additional

funding when they learn about the need.
On the other hand, most people who have not yet donated are selective about our requests. If we ask once, our appeal may be ignored or postponed for later.
If we don›t ask again, people think that someone else has donated and there is no need for their contribution.
When our organization makes a third appeal and tells them that a little more is needed, this time, we have a better chance of achieving an understanding of our contribution.
That is why, in most fundraising campaigns, most resources are raised at the end. After all, the vast majority of our potential financial partners are already well-informed about the activities and intentions of our organization.

7. Notification of the start of the action. When the information and fundraising campaign is underway, the local community may forget which project was funded. Therefore, it is worth representing the project and announcing it through the media and personal invitations to participate in project events for financial partners.

Congratulations to everyone on a total project budget
Acknowledgement of financial partners
Presentation of the project implementation stages

Partners, benefactors, and sponsors can participate in this information event.
8. Information support of the project. Each project event should include a press announcement or invitation for participants, sponsors, and media and a brief information report. It should not be forgotten that mass events should always be accompanied by fundraising activities (collecting money for piggy banks, charity lotteries or auctions, organizational fees of participants, and distribution of charity coupons for publications or literature).

9. Project implementation report. There is an opinion that the report is a fundraising tool. Not only because it can be used to

solicit donations or charity vouchers or to place order forms for paid services or receipts where you need to pay the amount, sign, and transfer money from a bank branch.
The report is a stabilizer of the partnership, as it identifies all partners and their contributions and the effectiveness of their investments. The report should also contain information (evidence) that the funds raised were spent for the intended purpose. Here are the main questions that a good report should answer.

What was done, what results were achieved

Who helped? We are grateful to

To whom and what kind of support was provided

What problems did the community face, and who is ready to solve them

It is not necessary to issue expensive printed reports. These reports must be proof of a good deed.
In this regard, I recall the story of a trip I took in a compartment with a lady who told me that when she moved to her new home, she threw away more than 1,000 photos of her many foreign holiday trips. However, she still kept one poorly aged and poor quality photo with faint outlines of a forest clearing on the river bank and even cried. On the back of this photo, the orphan›s hand wrote, «Thank you for the summer you gave me.»
This was the report on one of the first charity events, «Summer for Children in 1998» (a tent camp), held by the Ostroh Foundation for the children of the Rivne boarding school who did not get vouchers for health camps.

10. Launching a new campaign. The end of the information and fundraising cycle is the beginning of the next. This means we must repeat the above sequence of information events. After all, fundraising is a systematic activity, and only under these conditions will it be effective.

There is no art for art›s sake, as there is no fundraising for the sake of having money. Therefore, we must continually improve the information campaigns that accompany fundraising. And we suggest that critics of this approach first try to implement the above recommendations to be convincing.

Fundraising Coordinator - job description of the ideal fundraiser
Daily responsibilities:
Prepare a daily work plan and analyze the previous work; prepare weekly, monthly, quarterly, and semi-annual planning, considering the previous work›s results.

- Plan the day and analyze the results of the work performed at the end of the day; update the database of financial partners;
- make 5-10 calls on business issues, appointments, etc;
- 3-5 negotiations (meetings) with business representatives who are partners of the University;
- send up to 10 offers of cooperation by email, social media, and messengers;
- Search for new ideas for charity events, join other events held in the city, report monthly to the Head of the Resource Mobilisation (Development) Department, responsible Vice-Rector, and Rector;
- conduct 1-2 interviews with volunteers (involve them in various events, conduct internships for newly engaged and working volunteers, participate in seminars, training, and workshops)
- Install at least one donation box in a public place;
- look for sources of funding for new projects, adjust and update the database of international and local partners of the University, study their activities, and maintain contacts with them by email, social networks, and messengers;
- help colleagues when necessary.

WEEKLY PLANNING BASED ON PREVIOUS RESULTS:

- plan the week and analyze previous results;
- make 25-50 calls on work-related issues, appointments, etc;
- 15-25 negotiations (meetings) with business representatives who are partners of the University;

- send up to 50 proposals for cooperation by email, social networks, and messengers;
- prepare at least one publication about the University›s activities every week and post it on the University and other websites and in the media;
- involvement of volunteers - conduct 5-10 interviews/ instructions;
- conduct at least 1 street volunteer campaign to collect donations (on weekends) and one door-to-door campaign (on weekdays);
- send up to 50 proposals for cooperation;
- install at least five donation boxes;
- translate several articles for the website;
- update the database of international and local partners, identify relevant and realistic proposals for project preparation;
- delegate tasks to colleagues and brief them beforehand;
- to help colleagues if necessary;
- maintain order at workplaces and in the office.

MONTHLY RESPONSIBILITIES:

- carry out planning for the month, taking into account the analysis of previous results;
- make 60-100 calls on business issues, appointments, etc;
- send out up to 100 emails, social media, and messengers;
- delegate up to 20 fundraising tasks;
- conduct up to 20 interviews, engage up to 4 volunteers;
- to get acquainted with four international and four local partners, with four areas of work, to strengthen the existing ones,
- prepare at least one project and one sponsorship package or business plan every month,

launch at least one project every quarter;

- Search for and implement new ideas for charity events, join other events held in the city to promote the University›s activities;

- to conduct 1-3 volunteer charity fundraising events aimed at supporting the excellent work of the University;

- organize long-term (1-2) events in cooperation with other organizations;

- to place up to 4 publications in the media and on the foundation and other websites and in the media;

- to set up up to 20 piggy banks and to withdraw funds from the piggy banks every month and organize them;

- place at least one paid banner on the website;

- collect materials for University publications;

- send letters of thanks to the University›s partners;

- invite and instruct volunteers who assist the fundraising coordinator in the work of the University, in the implementation of the University›s activities, monitor the activities of volunteers related to participation in events, fundraising, office work, etc.;

- to conduct training (at least 1) to encourage and improve the work of volunteers or other activities;

- conclude a contract with at least one media partner;

- submit reports on the work done and the action plan for the next month to the Head of Fundraising, responsible Vice-Rector, Rector.

QUARTERLY RESPONSIBILITIES:

- To carry out planning for the quarter, taking into account the analysis of previous results;

- make up to 600 calls on business issues, meetings, etc.;

- send up to 300 e-mails, social media, and messages;

- delegate up to 60 fundraising tasks;

- conduct up to 60 interviews, engage up to 12 volunteers;

- to get acquainted with 12 international and 12 local partners, with 12 areas of work, to strengthen the existing ones;

- place up to 12 publications in the media and on the university website;

- to set up up to 60 moneyboxes and to withdraw funds from the moneyboxes and organize them every month;

- hold 10-12 volunteer fundraising events;
- prepare 2-3 draft sponsorship packages or business plans;
- launch at least one project or action every quarter that would last at least three months
- cooperate with other organizations in whose events we act as co-organizers;
- issue the next issue of the publication, a newsletter with gratitude to financial partners;
- consider opening a branch in another region or district;
- review and update the strategic and fundraising plan;
- launching a new project/program together with strategic financial partners.

MANDATORY DAILY RESPONSIBILITIES:

Actively participate, through discussions and specific tasks, in the preparation of projects and the planning of activities;
To take an active part (speeches, multimedia presentations, etc.) in seminars, conferences, and working meetings in Ukraine and abroad, representing and protecting the interests of the University, its team, and students / postgraduate students;
All documents shall be coordinated with the management of the Fundraising Department and the University Administration, and all publications (articles, brochures) shall be coordinated with members of the Editorial Board / Academic Council, except for press releases published through local media and of an operational nature, which shall be coordinated with the University press service;
Conscientiously and promptly carry out the instructions of the management, each time specifying the terms and parameters of the tasks, reporting on their implementation in stages;
In cases of public speaking on behalf of the University, express only those theses that have been agreed upon with the University Administration or express their own opinion (if it is not possible to agree their speech with the responsible

Vice-Rector or Rector) with a mandatory reference that this opinion does not necessarily correspond to the position of the University Administration;
Receive visitors to the University hospitably and politely, recording the questions asked in the appropriate journal (and then bringing them to the attention of the responsible persons) or promptly coordinating their solution with other employees of the University;
To comply with all established rules and norms of ethical behavior, as well as traditions determined by the Staff and approved by the University Administration;
To comply with the Statute of the University, the legislation of Ukraine, European Conventions, as well as safety standards;
Responsibly and carefully treat the property and equipment of the University, eliminate technical problems promptly, keep their workplace and the premises of the University in a tidy condition;
Prepare monthly reports (at the end of the month) on the work performed and notify the Head of the Fundraising Department, the responsible Vice-Rector, and the Rector, coordinating their activities with them by this instruction.
Review the strategic and fundraising plan every quarter.

RIGHTS AND OPPORTUNITIES:

Express their opinions, when appropriate, during discussions of action plans, reporting sessions, staff meetings, meetings of the University administration, and meetings of the University;
To undergo training and internships (with an adequate replacement for the period of their absence) in other organizations, including foreign ones;
Work as a full-time employee or short-term expert in the University›s projects, including receiving additional payment for performing additional functions in these projects, but not more than in 2 projects at the same time;

Improve the workspace in coordination with other employees of the University;
Take days off as compensation for overtime, which is agreed upon in the work plan and by the Head of Fundraising, responsible Vice-Rector, or Rector;
Transfer to another position at the University, provided that the relevant qualifications and experience are available, and an adequate replacement for their position is duly prepared from among volunteers or other employees of the University.

PERFORMANCE EVALUATION CRITERIA:

Implementation of this instruction and its further improvement (achievement of quantitative results that will inevitably be expressed in financial indicators);
Availability and implementation of monthly plans and reporting, including updating the database of financial partners;
Friendly attitude to visitors, staff, teachers and researchers, administration, students and postgraduates, and University partners;
Monthly report on the activities of the fundraising department;
Weekly preparation of materials for publications about the activities of the University, its partners, teachers, students, postgraduates (articles, press releases, etc.), and their placement in the media, including electronic networks;
At least two times a year - organization of meetings of the Board of Trustees;
Number of positive reviews and publications about the Board of Trustees, staff, and activities of the University;
Creative approach to activities, activity, and desire for further improvement and career growth;
Order in the documentation and at the workplace.

I have read the job description on « «_____ 20__ and undertake to comply with it.

Fundraiser ______________________________
(signature) (first and last name)

ADDITIONAL LITERATURE IS AVAILABLE HERE:
https://pbof.org.ua/2019/05/01/books/

The publication was carried out as part of the implementation of the project “Educational and Consulting Hub for Meraba Public Organizations and Activists” was created by the NGO “Institute of Cross-Border Initiatives” in partnership with the NGO “Social Capital Development Center,” the Volyn Regional Library for Youth, the Department of Youth and Sports of the Lutsk City Council as part of the project project “EU4ResilientRegions - Special Assistance Programme Ukraine” is co-financed by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) and is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.