

HEROES' BACKBONE



Stories
of Ukrainian
Fundraising
and Support

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Kyiv—2024



An Orthodox theologian and ex-sniper who raises funds for long-range rifles, bullets, and shells. Enthusiasts from eastern Ukraine who successfully raise money to save pets suffering from the war. Volunteers who skilfully organise non-standard sporting events to fund the urgent needs of the Ukrainian military...

These and other Ukrainian examples of fundraising continue to amaze the world with their diversity of approaches, flexibility and creativity.

It could not be otherwise, since with the beginning of the full-scale invasion, the acute financial needs of the army, CSOs, and humanitarian organisations have increased tenfold, if not hundreds of times. And here, the Ukrainian civil society instantly lent a shoulder to the government and turned on all its creative and organisational energy for active fundraising. In this situation, the public sector once again demonstrated its agency and ability to solve the most difficult national problems.

How exactly? The answer to this question is at the core of the book you are holding in your hands. Its key goal is to present the incredible Ukrainian fundraising experience to the English-speaking audience. The book consists of 22 short stories that tell how brave, enterprising, and caring Ukrainian people manage to do the seemingly impossible—to raise multimillion-dollar funds for a range of goods so wide that no supermarket can accommodate it.

The people creating this edition clearly kept in mind the phrase ‘Hard times create strong men.’ I am convinced that the book will end up in the hands of all progressive fundraising professionals. Ukrainians have proved through their many years of work that it is time for the rest of the civilised world to adopt their experience and learn from them.

I also hope that to readers, the collection will become another out-of-the-box-reminder about Russia’s full-scale invasion of Ukraine, which has been going on for over two years (and over ten years if we count the illegal occupation of Crimea). Our country desperately needs not only direct financial assistance but also support for dozens of humanitarian, logistical, medical, and other initiatives in which mature Ukrainian civil society plays first fiddle or even sets the tempo of the work. I believe that for many people, the book will be an occasion to think about how they can help Ukraine.

Finally, I would like to thank everyone who made this publication possible: Natalia Klymova, my deputy at ISAR Ednannia and the author of the book’s idea; Svitlana Kuts, the director of the Institute of Professional Fundraising; the communications team of 9.Department; and, of course, our long-standing, reliable partner, USAID Ukraine.

Volodymyr Sheyhus,
Executive Director of ISAR Ednannia

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SURVEY CONCLUSIONS



Since the beginning of the full-scale invasion, Ukrainian society has demonstrated an impressive level of charity and volunteerism, as documented by international studies. Seventy per cent of Ukrainian citizens donated time and money to help the country survive, and individuals and organisations that have created platforms to channel these donations have played an important role in this process.

Nowadays, Ukrainian society considers the defenders' needs to be the key target object of donations and consistently contributes to this sector. Humanitarian solutions to the crisis received support, and disasters that affected the lives of civilians impacted the dynamics of donations towards a sudden increase but were not stable. This might be due to the presence of massive aid programmes from international humanitarian response organisations.

A relatively large segment of donors contributes regularly, which is confirmed by fundraisers increasingly introducing regular donation offers. Of course, such offers should be organised either on the recipient's website or through the donor's own payment tool. However, the path to regular donations is evident, as they provide an opportunity to count on a certain amount of sustainable income.

Ukrainian philanthropists demonstrated a high level of awareness of the areas and goals for which they give their money: they want to support specific causes and do so of their own free will. The main factor and motivation for providing support is trust to those soliciting donations, which is reinforced by previous communication and understanding of how and where the funds will be used.

Despite the worrying trends of declining donations reported by both individual fundraisers and charitable foundations, the overall level of philanthropy in Ukraine has remained fairly stable since the start of the full-scale invasion. The strategic ability of fundraisers to respond to the drop in donor numbers, which has helped maintain the overall level of donations, is not only a testament of fundraisers' skills and capacity in managing relationships with donors but also

to the ability to analyse the market and quickly move away from established fundraising practices that are no longer profitable.

Fundraisers' strategic vision is evident in their effective communication of donation requests, use of engagement and feedback mechanisms, and introduction of regular solicitation. This long-term approach to working with donors not only attracts potential and regular donors but also simplifies the donation process.

The decline in donations over the year and a half of the full-scale war, as reported by the surveyed fundraisers, was due to a decrease in the amount of donations, not the number of donations. In fact, almost half of the population donates less in fiscal terms but has not stopped. The decline in donations to charity is due to lower incomes and less due to disappointment and a loss of trust. People have become more involved and willing to contribute to the victory. Still, now they are trying to consider the predicted long duration of the war, so they are acting in accordance with their life strategies to be able to donate for a long time.

The main conclusion is that fundraisers have created a platform for people to fulfil their desire to support and have formed a 'human' resistance movement, a truly organic movement. Of course, the media played an important role here, creating an extraordinary emotional background and stimulating solidarity under pressure of war. However, the professional skills of volunteers who seek resources to mobilise people to support the movement are also important.

These short and selective stories of Ukrainian fundraisers illustrate the entire movement. We have chosen only a few typical life stories to show what the sources of activism can be for people who did not even know they would be 'transformed' into fundraisers or for organisations that did not think they would have to expand their activities so dramatically to meet critical needs at the national level.

**Svitlana Kuts,
Director of Institute
of Professional Fundraising**

8 A MIRACLE FOR CHILDREN NEAR THE FRONTLINE

St Nicholas' Reindeer: A Miracle for Children near the Frontline

In 2016, the village of Toshkivka, Luhansk Oblast, was one of the hundreds of settlements near the frontline where children's laughter could still be heard. Despite the war unfolding just a few kilometres from their homes, the kids wanted a carefree childhood. Local people mostly helped them with this. In Toshkivka, Mrs Valentyna did just that. The woman ran a club where she held creative workshops and clubs for the village's children, and organised a theatre studio.

'Valia inspired us back then: she said that children lacked light, lacked miracles, and invited us to organise a holiday for them. That's how our initiative was born, and the reindeer came to the kids for the first time,' says Inna Achkasova, manager of the St Nicholas' Reindeer campaign at the CSO 'Ukrainian Frontiers'.

Over the eight years of the campaign's existence, volunteers have organised a holiday for more than 20,000 children in the frontline areas. Both ordinary people and organisations can choose from the children's letters the ones that resonate with them, and send a gift by post to the organisers of the campaign. After that, the volunteers arrange a party for the kids, where each child receives a gift from St Nicholas that they have been dreaming of.

The organisers say that children's dreams differ, so philanthropists approach their fulfilment differently. Some give not only what the child wants but also sweets or school supplies. Others send something small, and then the volunteers add to the gift themselves, for example, a book. Sometimes children ask for very expensive gifts. Surprisingly enough, such children's requests are also granted. 'Nowadays, children have online learning and online school, and all children need gadgets. And where do they get them in those small villages? Perhaps they have some old ones, such as a phone inherited from their parents. How can a child use it? They need tablets and laptops. And in such cases, we write: 'Either this or at the discretion of the gift giver'. And people send it. Sometimes it's not the newest thing they can send, but it works, and we check it,' says Inna.

The initiative was launched independently, without any funding. Volunteers collected letters, published them on social media, wrote posts, and invited their friends to join. The first years were difficult, the organisers say, but the idea caught on and began to spread. The campaign manager calls it a miracle. According to her, they did not engage in PR. Still, people quickly started talking

about them: Serhiy Sternenko called on his followers to join in, and 'Television Toronto', a famous Ukrainian YouTube channel, reported on the campaign.

'In the first years, we did a lot to ensure every child had a gift giver. We searched, wrote, knocked on doors of people and businesses, persuaded them to participate in the project, proved it, and showed them. Today, they come to us,' says Inna. 'Recently, we mailed 500 letters in one day. It has never happened before.' The campaign manager says that the same people and businesses come to them year after year, and 'deer' recognise them now.

Inna believes the secret of the campaign's success is trust. After all, the volunteers personally deliver the gifts and always report back. 'We always post photos from the events. People see a child with their gift, and it brings them closer. Sometimes, there is even feedback: children or parents write, call, or look for their gift giver to thank them.'

The village of Toshkivka, where the St Nicholas' Reindeer were first spotted, is now under occupation and almost destroyed. Most of the children were forced to evacuate, and Mrs Valentyna, unfortunately, is no longer alive. 'Reindeer' say that the number of children living in the frontline areas which need light and miracles in these dark times is growing. At the same time, the project lacks human resources today: although it has a stable team, many of its members work elsewhere, too. The organisation already has a base of benefactors, but it is still challenging to raise large sums. Nevertheless, they promise to ensure that as many displaced children and children from the frontline and liberated cities as possible will meet St Nicholas' helpers this year.

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Books for Rifles: The Case of Yuriy Chornomorets

What would be the most valuable thing you could give away to achieve your fundraising goal? Would you donate an award you are proud of or a gift from a loved one? Yuriy Chornomorets, a professor of religious studies and philosophy, faced the same question when he decided to sell his library for sniper fundraising.

It all started with the purchase of ammunition. Yuriy, a former sniper himself and a military volunteer from the first days of the full-scale invasion, asked for help from foundations but received no support. So, he decided to raise funds on his own. He started with Facebook appeal and reached the 400,000 hryvnias mark in a few days. After the first case for support was closed, he received several new requests, so he began to help on a larger scale: Yuriy organised not only purchases but also training and testing.



At first, Yuriy wrote personalised posts, published feedback from the fighters, constantly called for donations, and focused only on snipers and helping them. He believes that it is important to write about things that resonate with people and put emotion into the message: 'For example, the Russians destroyed an icon of Christ in Chernihiv with gunfire. Or their armoured personnel carrier ran over a cross. And when you write about it emotionally and as a Christian, you get a lot of reposts and a lot of donations. We wrote that you can donate and take revenge. Because statistics show that out of all the rounds fired by a sniper at the front, every second bullet hits the target.'

To raise funds for one of his goals, Yuriy decided to sell his library. This really attracted the attention of donors. After all, if a philosopher and professor sells his main weapon—books—it means that help is urgently needed.

However, in the autumn of 2022, Facebook blocked Yurii's account, which affected his statistics. He created a new profile, but while he raised a million hryvnias a day in 2022, in the summer of 2023, he raised only 100,000.

Yurii changed tactics and started adding messages for a foreign audience on X (formerly Twitter). He was supported in this by the NAFO (North Atlantic Fella Organisation) community, which works to counter Russian propaganda and disinformation. Through this networking, Yuriy managed to reach a Western audience of snipers and those interested in sniper work.

This is how Team Yuri was created—a team of foreign ambassadors who always support Yuriy and his wife's initiatives.

On X, communication usually takes place in a playful tone. 'It's great that we have a cat called Brynchyk. He's even on my profile picture. When the subscribers saw him, they immediately drew pictures: Brynchyk with a gun, Brynchyk the Pirate. They have such a cult of this Brynchyk that he is even more popular than me,' laughs Yurii.

When raising money for two of the most long-range McMillan rifles, his subscribers wrote: 'If a miracle happens and we raise 20 thousand euros in a week, everyone in Team Yuri will dance in front of the camera.' This motivation helped, and they raised the amount in a week. So, respectable people had to dance.

Team Yuri writes personalised messages and proposals, clearly explaining the importance of specific equipment, and demonstrating the military's success with their help. This type of weapon is expensive, so Professor Chornomorets, his wife and cat Brynchyk can say they have single-handedly provided the best equipment for Ukrainian snipers.

If a miracle happens and we raise 20 thousand euros in a week, everyone in Team Yuri will dance in front of the camera.



ETHICS AND COMMUNITY ENGAGEMENT



Andrew Watt, former deputy CEO of the Institute of Fundraising, CEO of the Association of Fundraising Professionals, CEO of the Association for Healthcare Philanthropy and member of the Council of Rogare, The Fundraising Think Tank (UK)

When 99% of us hear the word 'Ethics', our brains process that as 'Rules' or 'Law'. It's natural for people to want to categorize things, especially when they're complicated. That might be the reason we're starting to use labels more often. When things aren't straightforward, it can be messy and force us to think hard, maybe even feel things. Many of us prefer to avoid that.

When we discuss ethics, we're really talking about the framework for all our actions, both at work and in our personal lives. How we apply them defines us in the eyes of the people around us. Ethics dictate how we think and behave—our actions deliver results. If we don't challenge ourselves around our own behaviour, how can we judge others when we find their actions wanting? How can we be outraged by the consequences of unethical behavior in the world around us?

Lately, we've witnessed organisations setting a powerful precedent by grappling with whether to accept funding from sources that raise questions. The consequences of decisions taken by the leadership of charitable organisations have been substantial. Public trust and significant funding are at stake—yet organisations affected are prepared not just to act, but to explain the reasons behind it. Their leadership has engaged with the issues, worked them through, and engaged the public. Which, in times of crisis is challenging.

This is remarkable. Over the last decade, there have been high-profile instances where if organisations had chosen to openly address certain issues, the results might have been different. Debates around fundraising, overseas aid, exploitation are about core values. They're about what organisations believe and how they live their values.

I'd argue that where we see a compelling stance taken, it's adopted because we recognize that values aren't just emotive. To define them takes hard work, their continuous implementation requires time and resources. It demands an acceptance of the risks that come with upholding those values. Above all else, it requires faith that a values-driven organisation will be more

effective, have a more immediate impact, and leave a greater legacy than an organisation that merely plays lip service to the concept.

So, leaders in our field shouldn't duck engaging with complex, values-based issues. They have to address them internally, build the organisational culture around them, before communicating them externally. Leaders should understand that their personal example and commitment sets the tone for their peers, colleagues, and the organization they all serve. It's an area where separating the personal from the professional simply doesn't work. Values can't have credibility where there is no trust. And trust is based on personal experience as much, or more, than the experience of a brand. The value of a brand is made up of myriad small and complex aspects of the whole; a label is not enough.

When we look around us—at the way in which leaders make decisions—we can see that ethical and moral decision-making is difficult. But we can also see the consequences when ethics and morality are ignored.

We're increasingly vulnerable to 'outrage' and aggression in the public domain. Rational debate, ethical behaviour, a sense of obligation to something broader than ourselves seem to be marginalized. And it's certainly true that people living in glass houses seem very happy to throw stones.

Perversely, we've arrived at a moment where responding to one-off issues and crises seems to have become counter-productive. There are so many we're left pivoting in every breeze that crosses our bows. Which is why ethical values need to be lived, slept, breathed, be a part of our DNA. Something so engrained that we don't have to bring them out and dust them down every time there's a problem. To arrive at that point, we all need to lead and assume personal responsibility to provide examples of ethical values in action. Only at that point will we be truly living and working in a values-based environment. If we, working in the social sector, can't aspire to that, what right do we have to expect it from the broader world around us?

INTERNATIONAL DONORS AND TRUE VALUES

International Donors and True Values: Zaporuka Charity Fund

‘We don’t aspire only to create a pretty picture. We put humanity into every project we do,’ shares Natalia Onipko, president and founder of the Zaporuka Charity Fund. The Fund has been working with severely ill and cancer-affected children for 16 years and tries its best to provide families with the easiest possible way to deal with this challenge.

Dacha is the Fund’s most famous project and its heart. It’s a family home where relatives of ill kid can stay free of charge with their kids during medical treatment. This opportunity is significant for families who arrive from other cities. Dacha has hosted more than 1,000 children over the years. Now, the foundation is scaling up and launching new projects, including aid for victims of Russian military aggression.

At the start of the full-scale invasion, the children were evacuated abroad from Dacha, so the foundation team took on the challenges of military reality. ‘We had people, knowledge, and skills, so we couldn’t just lay down and suffer. So we engaged in everything we could to help Ukraine,’ Natalia recalls. Zaporuka’s first step was opening a national psychological support line in May 2022. The organisation used to have its own psychological service, so it just expanded its team and adapted it to new demand. At present, it employs 20 specialists.

Zaporuka also expanded its assistance to five major hospitals in Lviv and Kyiv. Those hospitals served as rehabilitation centres for wounded children, so they became a priority for the Fund. In collaboration with Unbroken Kids, Zaporuka renovated and equipped hospital spaces and opened large rehabilitation halls for children and adults at the Cancer Institute, where wounded soldiers often stay.

At the beginning of the invasion, an issue of IDPs (Internally Displaced Persons) and internal migration emerged. Zaporuka’s work in this area grew into ‘Dim’— a project to renovate 30 flats for IDPs in the Lviv region. Later, they opened a child-friendly space in the same community to help IDPs integrate into the local community.

The change in the fundraising strategy helped implement many important projects. Whereas the organisation’s budget was 40 million UAH in 2021, it reached 120 million UAH in 2022.

‘Since 24.02, we made a decision—no more efforts to attract Ukrainian funds. International funding is very high, but these funds

do not support military initiatives. We applied to everyone willing to help Ukraine. Not all donors had such open grant programs, so perhaps half of these funds came from our old partnerships,' says Natalia.

She believes such results are possible thanks to the organisation's business approach. Instead of looking for simple solutions, it creates long-term projects looking for bigger impact. Zaporuka's fundraising is always a long game.

Zaporuka is often involved in unpopular topics, so the foundation carefully selects communication channels. Cooperation with public figures and opinion leaders is an important component of the fund's communication. But things are complex here, too. Finding someone who embodies the foundation's values both in person and on camera is crucial.

We don't aspire only to create a pretty picture. We put humanity into every project we do.



Three team members handle fundraising at Zaporuka. They use different methods, such as regular payments on their website, social media, grants, sponsorships, etc. The essential focus is to go outside the 'bubble' of the organisation's supporters and donors.

In particular, the foundation manages to achieve its goal through crowdfunding platforms. Zaporuka has been cooperating with Dobro.ua for a long time. This platform has a large audience, mechanisms for verifying integrity, and transparent reporting mechanisms for the money spent.



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Foreign platforms, for example, can also give grants themselves. Case in point, the Foundation received 300,000 dollars from the US platform Global Giving. However, to qualify for such support, you must be accredited, communicate with the donor, report, and support your fundraising on your own platforms. This is much more complex than simply placing an appeal on the platform and waiting for the campaign to close, but the results are worth it.

Natalia considers it necessary for the Ukrainian civil society sector to look to the West now.

'International organisations had received the funds that should have come urgently to the Ukrainian civilians and CSOs at the beginning of the full-scale invasion. However, our sector is poorly represented abroad. Besides, it is easier for people abroad to fund well known initiatives. Because of that, the money raised for Ukraine abroad at the beginning of the full scale invasion came in only in September of 2022,' she shares.

We should all learn how to represent ourselves abroad. To put mass registration of foreign organisations' representative offices in Ukraine on the agenda, to communicate our own ability, and finally, to handle the implementation of the provided financial support wisely. 'You must be able and willing to do it,' adds Natalia.

Donating When You are Happy or Sad: The Serhiy Prytula Foundation

Serhiy Prytula is a well-known Ukrainian volunteer, public figure, former TV presenter, and, since 2020, the founder of the eponymous Foundation, which now takes care of the needs of the Ukrainian army and civilians in the de-occupied and front-line territories. The organisation started with three people and worked on humanitarian projects to help communities, hospitals, and promote inclusion. Serhiy Prytula organised assistance to the army as an individual volunteer, and over eight years of such work, he raised 52 million hryvnias and turned them into equipment for the units.

With the start of the full-scale invasion, the Foundation combined these two areas of work and scaled up its activities. Today, the Foundation's team includes more than 100 employees and has hubs in Kyiv, Dnipro, and Mykolaiv to coordinate the needs of defenders and civilian Ukrainians. The Foundation has a well-established system of procurement, logistics, and redistribution of aid and actively cooperates with Ukrainian and foreign businesses.

Since the beginning of the full-scale invasion, the fund has received many donations. These funds had to be correctly accumulated and redistributed to the army's immediate needs. Dozens of volunteers gathered in Kyiv at Serhiy's call and became part of the Foundation's team. Some were businesspeople; others were architects. The team includes many people with diverse professional backgrounds.

Today, the fund initiates fundraising campaigns for systemic areas that strengthen the infrastructure of resistance. Still, it can also quickly respond to needs that arise here and now. For example, thanks to constant close contact with representatives of communities in the frontline areas and regional military administrations, the team was able to quickly organise the delivery of necessities to people immediately after the liberation of the right bank of the Kherson region in November 2022. When the Russian army blew up the Kakhovka dam in June 2023, the Foundation was one of the first to assist the victims.

The efficiency, transparent reporting, and strong and sustainable brand of Serhiy Prytula, a volunteer who has been addressing the needs of the frontline since 2014, have contributed to a high level of trust in the Foundation from both citizens and large donors. Thanks to this, the organisation has launched several unprecedented fundraising campaigns that have become widely known

**DONATE WHEN YOU
ARE HAPPY OR SAD**



When Kherson was liberated, donations poured in. When the Kharkiv region was liberated, donations poured in. There was an explosion at the Kakhovka hydroelectric power plant—donations poured in. That is, we unite in those moments when we are either very happy about something or very upset.

and allowed many people to feel involved in a major positive contribution to the country's defence capability.

For example, on 22 June 2022, Serhiy Prytula announced a fundraising campaign to purchase three Bayraktar TB2 drones. The project was called 'People's Bayraktar'. The plan was to raise 500 million hryvnias in a week. In actuality, they raised 600 million in three days. This amount would have been enough for four aircraft. After the fundraising was completed, the Turkish drone manufacturer Baykar announced that it would provide Ukraine with three drones for free. The funds raised had to be put to new use. After consulting with the Ministry of Defence, the Foundation purchased a satellite and access to satellite data from the ICEYE constellation, which was placed under the control of the Defence Intelligence of Ukraine.

ICEYE describes the satellite transfer service as an opportunity to independently organise the machine's management, plan missions, and locate enemy targets. As a result, the Ukrainian Defence Forces can track the accumulation and movement of enemy military equipment and personnel, identify military bases and warehouses, and effectively destroy these facilities.

In addition to the 'people's Bayraktars' and satellites, the Foundation purchased 125 Volkswagen T5 minibuses for the military by auctioning off Maria Prymachenko's painting *Flowers Grew Near the Fourth Block*. Now, people can see the painting under protective glass in the lobby of the SOPHIA HOTEL KYIV.

Children also donate to the fund. For example, in 2022, 10-year-old Valeria Yezhova from Kyiv donated 21,000 hryvnias to the organisation. She raised the money by playing checkers with passers-by. People who lost had to donate an arbitrary amount.

Far-reaching and ambitious projects that attract public attention and give a sense of involvement in large-scale support to the Armed Forces are becoming an important communication element of fundraising.

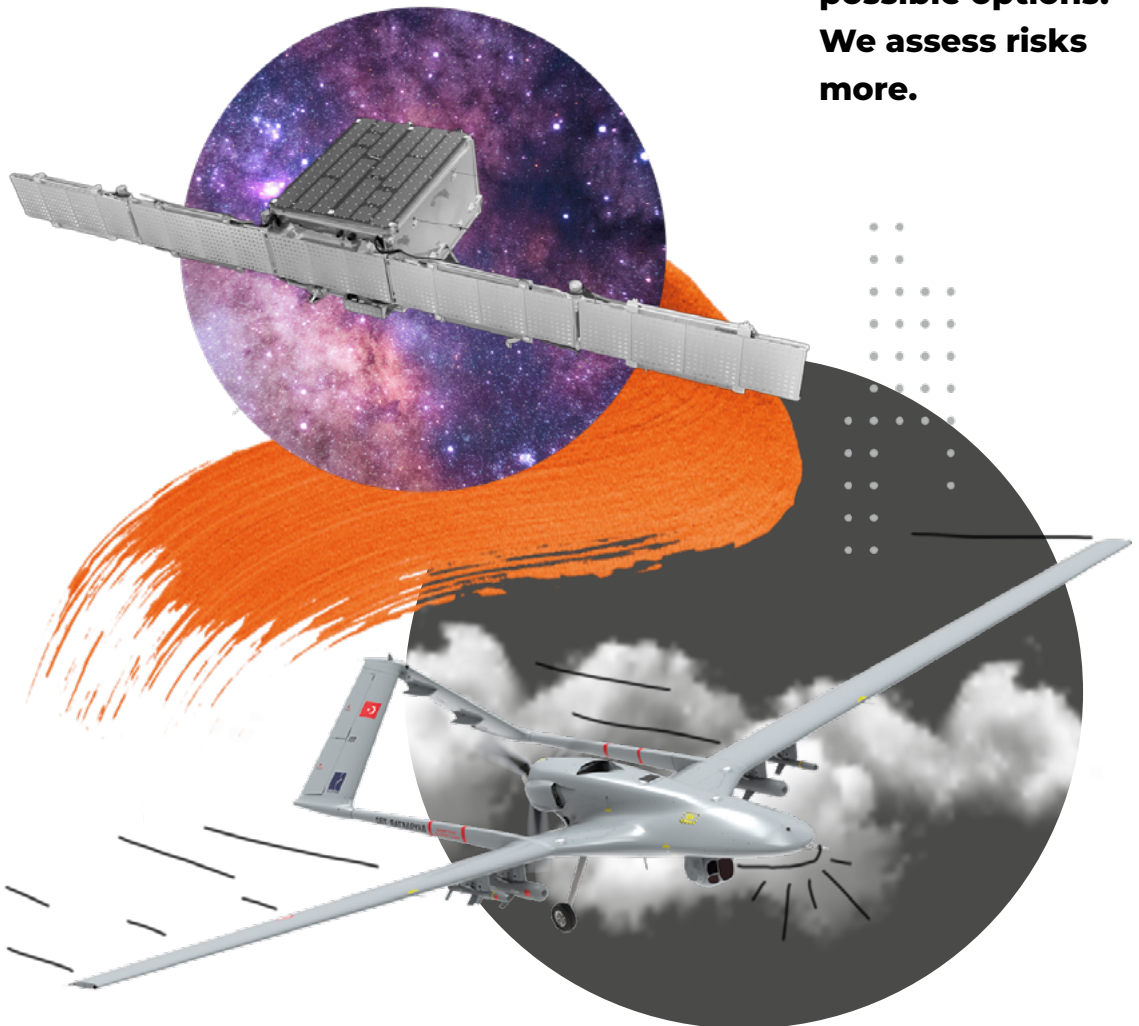
However, people donate emotionally. 'When Kherson was liberated, donations poured in. When the Kharkiv region was liberated, donations poured in. There was an explosion at the Kakhovka hydroelectric power plant—donations poured. That is, we unite in those moments when we are either very happy about something or very upset. Fortunately or unfortunately. Right now, we see that people are mostly ready to donate for something destructive,' says Andriy Shuvalov, director of the Serhiy Prytula Foundation.

The Foundation's analysts point out that the number of transactions is currently stable, but the average donation amount is decreasing. The organisation's representatives believe this is due

to the economic and social crisis. The analysis of foreign income trends also shows that in most other countries, donations are decreasing compared to 2022. However, despite this not entirely encouraging trend, the Foundation continues to cover a large portion of the military's needs and help destroy the enemy.

'We have completely moved away from 'firefighting', when someone throws an idea out there, the money is quickly raised, and we move on, to a strategic approach, planning, and not overloading. Now, it is a complex job. It is a lot of work. We have learnt to prepare. We make plans. We think through all possible options. We assess risks more. We evaluate everything. In order to raise funds and help the military and civilians,' says Andriy.

“We have completely moved away from “firefighting” ...to a strategic approach, planning, and not overloading. Now, it is a complex job... We make plans. We think through all possible options. We assess risks more.



WHY POSITIONING IS KEY IN FUNDRAISING



Christiane Leão Ferreira is a communication and marketing strategist, passionate for designing and managing projects, who is working as a consultant to help social entrepreneurs and nonprofit organizations in creating impactful, coherent, and effective strategies.

When we talk about positioning or a branding strategy, we immediately think of brands and products, market and sales, results and profit. However, the non-profit sector can do that too. It also should benefit from such concepts to better 'sell' its projects and accomplish the ultimate missions. An understanding of some marketing approaches can greatly help your organisation build a strong, recognized, and welcoming brand within your ecosystem, including your donors. Note that here we refer to a brand as the image and the reputation of your organisation.

1—Positioning

Let's start at the beginning. In 1969, Al Ries and Jack Trout, among of the world's best-known marketing strategists, coined the term **Positioning** in the article 'Positioning is a game people play in today's me-too marketplace'. Later, they developed this idea into the book 'Positioning: The Battle for Your Mind'. The authors have defined the term as something that happens in the minds of the target market. It is the aggregate perception that people have of a particular company, product, service, or organisation in relation to their perception of the competitors in the same category.

Therefore, positioning is not about creating something new or different. It's about manipulating what's already in the prospect's mind and bridging existing connections. According to the authors, these connections will happen anyway. People will perceive your organisation and somehow position it in their minds. Therefore, **it is very important to work on positioning your brand to positively influence the perceptions of your audience through conscious strategic actions.** So, how do you positively influence the perceptions of your audience?

The first step is determining your uniqueness among competitors. To do that, use benchmarking to analyse them, highlight contrasts, and identify opportunities and learnings. In the non-profit sector, we translate competitors as similar organisations.

After having analyzed the ecosystem in which your organisation operates, you will become aware of the potential position it occupies in the minds of your audience. Also, this research will allow you to identify the positions of similar organisations. Once this is done, you can start to elaborate on how to communicate this positioning. At this moment, you are going to prepare what we call a **brand positioning statement**.

2—Brand positioning statement

A brand positioning statement is a one- or two-sentence declaration that communicates your brand's unique value to your audience in relation to your main competitors. It helps identify your core values and translate them into deliverables. These deliverables are the elements of your communication and will reflect how you want the audience to perceive the brand.

A brand positioning statement aims to clarify what sort of products, services, or even ideas we provide and who we are providing them to. The statement includes why it makes sense to choose our brand over others.

The brand positioning statement should be developed based on four key elements:

- **Target Customer:** The marketers say to write a concise summary of the attitudinal and demographic description of the group of customers your brand wants to appeal and attract. For your organisation, write a concise summary of your beneficiaries' profile and what are the problems you are addressing to solve.
- **Market Definition:** What category is your brand competing in, and how is your brand relevant to your customers? Translating to the non-profit sector: define the scope of your activities and how you intend to solve the essential needs.
- **Brand Promise:** Talk about what is the most compelling (emotional/rational) benefit to your target customers that your brand

can own relative to your competition. For your organisation, describe the impact that your core mission is attempting to create, and the outcomes you will reach with your activities.

- **Reason to Believe:** What is the most compelling evidence that your brand delivers on its brand promise? Here we can translate by describing the evidence and results of your performance track record.

Some examples:

- **Nikon:** For (creative professionals with an eye for capturing and sharing beauty), (Nikon) is the (digital point and shoot) that delivers (a window to their world), so they can (experience deeper connections through a shared perspective), because (of Nikon's 100-year history of developing new technologies that allow you to capture and share your experiences in their purest form, it's as if you were there).
- **Apple:** For (individuals who want the best personal computer or mobile device), (Apple) is the (leader of technology industry) that delivers (the most innovative products) so they can (enjoy seamless experiences across all Apple devices & be empowered with breakthrough services), because (Apple takes an innovative approach to business best practices, considering the impact our products have on customers & the planet).
- **Coca-Cola:** For (individuals looking for high-quality drinks), (Coca-Cola) is a (wide range of the most refreshing beverages), that delivers (happiness unlike other beverage options), so they can (enjoy a Coca-Cola drink & make a positive difference in their lives), because (the brand is intensely focused on the needs of customers).

A brand positioning statement will clarify how to decide what precisely defines the chemistry between the brand and the audience. It will

help you to inspire your team and stakeholders. Remember: **a brand positioning statement is for internal purposes only.** It is used to ensure that all elements of communication are aligned with the organisation's positioning.

3—Final thoughts

The growth of the nonprofit sector has made it more competitive in the demand for funding. This competition makes organisations differentiate themselves. Good brand positioning will generate and maintain the interest of the various target audiences, be it donors, beneficiaries, volunteers, or government. Also, it deepens the trust between these audiences and your organisation and engages them in your cause. Clear, coherent, and genuine positioning is an element of empowerment for the team behind the organisation. It will make the team more aware and motivated about its role and mission. The way a brand is perceived affects its success, whether it's a startup, a company, or a non-profit organisation, and should always be considered when developing a strategy.

Millions thanks to Individual Fundraising: Svoi Charity Fund

Lesya Lytvynova began her activist's journey in 2014 during the Maidan Revolution. She met other activists there, and they organised their first volunteer community. Later, a volunteer centre emerged from it, where they collected necessities for the first IDPs from Donetsk, Luhansk regions, and Crimea after Russian occupation.

The amount of needs and those willing to donate increased. Therefore, their first major fundraising event was to collaborate with a company to use using the frozen construction premises for the fund's needs. This is how the popular 'Frolivska 9/11' was born in Kyiv.

People brought necessities, many stayed to help, and IDPs asked for support. Very soon, other services appeared on Frolivska: psychologists, people who helped with employment, and doctors who opened a first-aid post.

In 2014, raising money 'organically' was possible without much preliminary preparation. However, donations increased, and some foreign donors wanted to help, so there was a need to account for funds. Therefore, Lesya and the team officially registered the Svoi Foundation.

The peculiarity of Svoi is that Lesya is the only one who raises funds. Initially, Facebook posts were the primary means of communication. At the same time, as the organisation grew, Lesya tried other channels, but Facebook still gave the best results. Many people know Lesya personally, so posts about raising funds on her page help form a more trusting relationship with the community and large donors.

Subsequently, the fund received broader support. In 2016, Lesya's musician friends began to organise '#NaShapku' (tips in a hat) charity concerts every Thursday. This tradition is still alive, and the bands collect about 70 thousand hryvnias a week.

When the number of requests from IDPs decreased, Svoi decided to leave only the most vulnerable families under their care. So, they focused on palliative care—improving the quality of life for patients with fatal diseases.

In 2019, the coronavirus became another challenge for the fund. Lesya has established one of the most powerful systems in

MILLIONS THANKS TO INDIVIDUAL FUNDRAISING

“I don’t know why people react, really. I can never predict that. Sometimes, it seems that there is such a wonderful story behind that fundraiser... But nothing happens. And sometimes you write three or four sentences on the run, but you say it is very urgent, and it works.”

Ukraine to provide COVID-19 patients with artificial respiration devices. Svoi raised funds to purchase respiratory equipment and transferred it to seriously ill patients nationwide. Demand grew, and they transferred up to 100 equipment units daily.

The main message that Lesya puts into case for support is ‘you need to respond quickly’ so that people understand that money is needed urgently and do not skip her post. But it’s hard to predict the audience’s reaction: ‘I don’t know why people react, really. I can never predict that. Sometimes, it seems that there is such a wonderful story behind the appeal. And people have to react to it. But nothing happens. At all. And sometimes you write three or four sentences on the run, but you say it is very urgent, and it works,’ Lesya says.

Fundraising success became possible with the support of businesses. Medical companies offered discounts, waited for funds to be raised, and provided devices even before receiving payment. Nova Poshta and other carriers delivered devices that people needed here and now. During the pandemic, sums reached 7 million hryvnias per day.

Several donors cover Svoi’s administrative costs. And this is also necessary. ‘We are people; we need to live, at least somehow, to eat. We have small salaries. The doctor who works for us has one of the biggest ones. But no one gets paid more than 20 thousand hryvnias (approximately 500 dollars),’ Lesya shares.

On February 25, 2022, Lesya and her husband joined the Armed Forces. But the Foundation continue to provide palliative care and support health care facilities, but now also cover the urgent needs of the military: titanium plates for the wounded, for which 1 million 200 thousand hryvnias per month is collected, painkillers, etc. The team also raises funds for bone implants for military personnel injured in combat and medical supplies for hospitals and military units.



Brand, Trust, Respect: All-Ukrainian NGO Magnolia

For 20 years, the Children’s Search Service of the all-Ukrainian NGO Magnolia has been finding missing children together with the police and other services. Thanks to the television campaign and constant advertising, the Service is known in all corners of Ukraine. When the full-scale invasion began, the Service received many requests to find missing children despite the lack of funding. Therefore, the Service employees worked 24/7 as volunteers. The question of the organisation’s survival arose, and the NGO started a fundraising campaign through a direct appeal on Facebook, using the planned pre-war fundraising strategy.

The European Children’s Search Network, which NGO Magnolia is a member of, has intensified fundraising in Europe. However, these efforts did not bring the desired amount of funding, so the Service turned to Meta for help and started its own fundraising campaign on Facebook.

The campaign lasted six months. Regular mailings and Facebook ads were chosen as the primary method for obtaining the funds. The company has helped the Service substantially: Meta has allocated a support grant through the use of the network’s marketing capabilities, and thanks to this, the Service has been able to attract funding from thousands of small donors. Such help became possible owing to personal contacts with the company’s top management in the USA. As a result of this campaign, it was possible to raise funds that fully covered the costs of searching for children, renting an office, spreading information, and paying the Children’s Search Service staff.

The Service believes that one of the main success factors has been becoming a recognisable brand in Ukraine, built through many years of work and reputation.

During the fund collection, the organisers tried to communicate with a foreign audience: they created content in English and Polish and distributed it to Great Britain, Greece, and Poland. However, this content did not deliver the desired results. Foreigners don’t know Magnolia as Ukrainians do: from the time of their advertisements on television, which were on the air in the evenings between the news and on the screens of minibuses in big cities. And that is why foreign audiences did not respond to the call—this brand has not yet been established abroad.

BRAND, TRUST, RESPECT



The technology itself did not work in Europe because they did not know the brand there. It turns out that the brand helped after all. I think brand, trust, respect. Knowledge about us.

In addition to Meta, Ukrainian advertising and IT companies were also involved on a charitable basis, accompanying fundraising and appealing to businesses to support and help with equipment. This made raising even more than the required amount possible, and 10% of donors agreed to an annual subscription.

Successful fundraising cases show the importance of brand recognition, trust, and an established fundraising strategy. Donating, for the public, always depends on who is fundraising. Even during intensive fundraising campaigns for the army, it was possible to attract people's attention to saving the children. 'The technology itself did not work in Europe because they did not know the brand there. It turns out that the brand helped after all. I think, it's the brand, trust, respect. Knowledge about us,' says Ievhenia Tkachenko, Magnolia's director.





WHAT ROLE CAN BOARD MEMBERS PLAY IN FUNDRAISING?

Emilie Compagnie is a Geneva-based consultant, lecturer, trainer, and coach with over 15 years of experience in international development, not-for-profit, and entrepreneurship. In 2018, she created E|C Consulting. Since then, she has supported over 30 non-profit entities in strategy and operational fundraising, and trained more than 200 organizations. At the Geneva Graduate Institute, she is Co-Director of the program Mastering Fundraising Practices. She is a lecturer in the CAS/DAS in Strategic Philanthropy at the University of Geneva, a trainer at Isango based in Lausanne, and a coach at CICR Impacts, based in Dakar, Senegal.

Your Board members are key to your fundraising efforts and an asset you should leverage for fundraising success. In most cases, non-profits do not involve their Board members in this essential activity. However, they should be among the first to contribute. At least one of your Board members should have enough experience to support or question your fundraising plans. This person also has to provide you with introductions, influence, guidance, and donations. The others can always contribute in different ways depending on their skills and willingness to do so.

This article will take you through deep thinking on the role of your Board in fundraising.

1—How can your Board help you fundraise?

Board members can support fundraising efforts even if they never fundraised before. Your role is to give them a clear picture of how they can contribute, especially if they aren't comfortable asking for money directly:

- **Personal networks:** support them to map out their connections to identify new prospects, or introduce you to already identified prospects. They can be of great help to open doors.
- **Event hosting:** ask them to co-host events, be a part of a discussion panel, network with specific attendees, and invite their contacts to events.
- **Access to opportunities:** explore any other resources and opportunities that your Board members may have access to (i.e. inviting you to networking events they are attending, securing in-kind donations from corporates, etc.)
- **Making donors feel special:** Board members can help you in stewardship and cultivation. A simple thank-you letter signed by a Board member can make your donors feel valued.

- **Opinion and insights:** ask for their opinion on your approach to get more buy-in and trust. Trustees see your organisation from a very different perspective and may have unique insights into the world of donors.

2—How should you collaborate with your Board?

To successfully collaborate with your Board, you have to carefully manage their involvement:

- **Get their buy-in:** Ensure they are aware of the fundraising strategy design process, educated on the reality of what's achievable, and happy with the finalised plan.
- **Brief them thoroughly:** Board members will likely have a high-level understanding of your organisation's work and focus. However, to support your ideas profoundly, they may require a more in-depth briefing of your goals, targets, weaknesses, and strengths, as well as your general goals. Make sure to explain to them the whole picture, and why their support is critical for success.
- **Give them clear actions and deadlines:** Board members are usually busy people, so asking them to 'help with fundraising' or 'make the introductions to donors they know' might not be the best way to interact. Board members need clear requests that prompt them to think specifically. Requests like 'help us think through speakers for this fundraising event' or 'review this list of prospective donors and introduce us to anyone you know' will be much more successful.
- **Equip them with the right tools:** ensure your board members have the right communications assets and tools to advocate for your organisation in their circles of influence. At a bare minimum, they should know your organisation's pitch and have access to a high-level pitch deck they can use and share quickly.

- **Prioritise what you ask from them:** make sure you're asking them to support the most critical elements.

3—What is the first step to engage your Board members?

If you are planning to engage your Board members in fundraising activities, you first need to understand their skills—what they know about fundraising and how comfortable they are with this activity.

Ask them key questions to have a better understanding of where they stand. Share a self-assessment quiz with them, or collect the answers during the informal chat, a Board meeting, or an ad hoc meeting.

Here are some ideas of tasks and skills you can ask them to consider:

- Identifying new donor prospects
- Making introductions
- Networking at events
- Having 1:1 meetings/coffees
- Building meaningful relationships with potential donors
- Directly asking for donations
- Speaking in detail about the organisation's impact, programmes or fundraising ambitions
- Speaking about why they are passionate about the cause
- Being a speaker at an event
- Hosting an event at home

With the knowledge you gather, you will be able to get a clearer picture of:

- Who on your Board feels most comfortable doing what, and their willingness to support.
- What training opportunities you could provide to support your Board's fundraising efforts.

Conclusion

It is a good practice to maintain a strong relationship with your Board, but it is especially vital for fundraising.

You can include your Board members in your fundraising activities. Allocate tasks to each person based on their individual preferences and skills. If they lack knowledge to perform specific activities, you can organize internal training to share your expertise with them. This will not only increase their commitment, sense of purpose, but also strengthen your relationship with them.

THE SECRET TO SUCCESSFUL FUNDRAISING

The Secret to Successful Fundraising is Involving Business in Podilska Hromada's Life

Podilska Hromada is a charitable fund that has been promoting community development in Vinnytsia since 2008, focusing on the needs of its residents. During the pandemic, the organisation was identified as a regional fundraising platform. With the outbreak of the full-scale invasion, Podilska hromada took over the coordination of humanitarian aid, heading the humanitarian hub for assistance to the affected regions. The team also launches fundraising campaigns to support the army. Since Vinnytsia became a transit point for many people who were forced to leave their homes due to the war, the Fund also actively helps IDPs (Internally Displaced Persons). At the same time, fundraising programs for the community's needs go on. In 2022, the organisation managed to raise about 50 million hryvnias for this purpose.

The key to success of fundraising campaigns is effective cooperation with business. Entrepreneurs act not only as donors but also as members of the Supervisory and Representative Councils. This is how the most prominent philanthropists are involved in the life of the Fund.

'These two bodies demonstrate a high level of our institutional capacity and a focus on democratic governance principles. The collective management body determines our main areas of assistance, says Olena Danilova, head of the board of Podilska hromada.—This contributes to the growth of trust towards the Fund among other donors and encourages large businesses to donate. And it matters because this is how we develop the culture of philanthropy.'

Personal corporate funds are one of the innovative tools utilized by the Fund. A business can establish its fund in collaboration with Podilska Hromada, which provides for a separate account and administrative support from the Fund's team: joint outlining of charity goals, reporting, etc. The jewellery firm Diadema, the Ukrainian Fire Insurance Company, and the band TIK have already established corporate funds based on Podilska Hromada, annually announcing scholarship programs for the talented youth of the region.

The Vinnytsia Business Club also launched a scholarship program for children of the region. There are different directions: scientific, cultural, creative activity. The first scholarship fund amounted to 40 thousand hryvnias. Podilska hromada provided media support and organisation of the competition. 'Entrepreneurs read applications, for example, from children from rural areas who study soil and water, but lack equipment,' Olena recalls and adds with a smile:



'There was a boy who grew worms in a refrigerator. There was a girl who raised funds for the Armed Forces by singing. She got a loud-speaker. Later, she transferred the money she had collected to our Fund to buy a drone.' This format is mutually beneficial: for businesses, it is an opportunity to support children and youth spending relatively small amounts of money, and for children, it fosters a feeling of self-confidence because someone needs their activities.

Despite the small number of employees, the Fund effectively implements large projects and creative fundraising events. It is possible thanks to partnerships with business structures and the involvement of volunteers and members of the Supervisory Board, who also take on specific tasks. For example, they organised the Field Kitchen Festival: businesses supplied the products, volunteers sold plates for UAH 100, and those who bought a plate could try any dish at the event. Podilska Hromada donated all the money they raised to the Armed Forces.

The Fund applies a creative approach to attract new donors. Members say the auction of projects helped them get acquainted with new businesses. 'We announced a grant competition, selected five interesting projects for the city's development, and prepared five-minute presentations. Our team invited business representatives as if we were about to throw a show. Our volunteers with transparent boxes approached entrepreneurs, collected funds for projects, and immediately counted them. Subsequently, we reported on the projects' implementation. That's how we got to know businesses we hadn't even heard of before.'

During the first event of such format the Fund collected 70 thousand hryvnias. The organisers did not even expect such a result. They were most impressed by the fact that after the end of the event, the participants did not leave but stayed to communicate and network. Then, the Fund's team realized people needed a platform where business, government, and youth representatives could get to know each other, communicate, and support each other. Therefore, similar events are now organised regularly, which helps build trusting relations with regular donors and find new ones.

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HOW TO RAISE 12 BILLION HRYVNIAS

Come Back Alive: How to Raise 12 Billion Hryvnias

The Come Back Alive Foundation is one of the most prominent civil society organisations working to support Ukraine's defence capability. The Foundation is well-known for its successful fundraising methods, which have generated 12 billion hryvnias in donations since its creation in 2014. The organisation, which includes a charitable foundation and a non-profit organisation, provides training, analytical work, and purchases equipment for the Security and Defence Forces of Ukraine: weapons and ammunition for FPV drones, vehicles, day and night vision optics, command posts, etc. 'Come Back Alive' is Ukraine's first organisation to receive permission to purchase and import military and dual-use goods.

One of the key aspects of the Foundation's successful work is its organisational structure, which includes several collegial governing bodies. As such, Come Back Alive ensures the continuity of its activities regardless of management changes.

The primary funding source is donations from mass fundraisers and support from philanthropists and businesses. According to Oleksandra Haivoronska, Director of the Development and Partnerships Department, the Foundation has grown from 27 employees to more than 100 over the two years of full-scale war. The amount of available funding has also changed, and now, on average, the Foundation raises as much in a month as it has raised in total over the eight previous years of its existence.

'Most people now work in the military department, which determines the needs of the army, purchases and delivers everything necessary for the frontline. In addition, the department's instructional unit is working on training the soldiers. We teach them how to work with UAVs, shoot from closed positions, we train sappers, snipers, and combat medics,' says Oleksandra Haivoronska.

The Foundation organises both independent fundraisers and joint fundraising campaigns with businesses. The Foundation's communications and marketing department can develop names, visuals, and messages for public projects. Sometimes, professional marketing agencies, individual designers, or copywriters are involved in this process and are ready to help 'pro bono'. By agreement, partner teams may take over the creative packaging of fundraisers. This emphasises the need for effective joint planning and coordination to achieve desired results.

One of the most successful cases is the 'Oko Za Oko' (Eye for an Eye) project, implemented with the OKKO gas station network. Drivers filled their gas tanks with a specific type of fuel, and funds were deducted from each litre for the needs of the army. Thanks to the active support of Ukrainian drivers and all those who donated, the organizers raised more than 325 million hryvnias to purchase 25 SHARK unmanned aerial systems and 400 million hryvnias to buy weapons for the Territorial Defence Forces.

To organise the public side of the fundraising campaign, OKKO engaged a marketing agency to develop the design, name, slogan, etc. Legal experts were also involved from both sides. The Come Back Alive team was responsible for identifying the military's needs, controlling the production and procurement of equipment and its logistics to the troops, documenting the deliveries, and reporting.

The Foundation also successfully attracts grant funds for analytical work and has the most open public reporting. Since 2014, it has been very sensitive to its reputation, so the team is very cautious with who it works with.

Most people now work in the military department, which determines the needs of the army, purchases and delivers everything necessary for the frontline.





All the Foundation's activities are transparent and public: anyone can view the income and expenses on the Foundation's website. This contributes to a high level of public trust in the organisation.

The Come Back Alive Foundation is proud of its equidistance from any political forces. 'All the Foundation's activities are transparent and public: anyone can view the income and expenses on the Foundation's website. This contributes to a high level of public trust in the organisation,' says Oleksandra Haivoronska, adding: 'We sometimes publish the information from the procurement and disbursement reports with a slight delay for security reasons. However, we like the idea that any of our benefactors can see, for example, the price for which the drones were purchased as part of Operation Unity and where they were eventually allocated.'

The Foundation actively uses social media and mass communications to share information about its achievements and appeals for donations. Co-branding with well-known brands also plays a significant role in promoting the Foundation's popularity.

The Come Back Alive Foundation is constantly improving its fundraising methods, developing subscriptions for regular donations, producing creative souvenirs, and attracting cold donors through negotiations and project stewardship. Thanks to this, the Foundation continues to successfully fulfil its mission, supporting Ukraine's defence capability and helping to save the lives of the military.

STORYTELLING



Jon Duschinsky is a social innovator, executive coach & trainer, entrepreneur, author and speaker who unlocks the power of purpose both in business and the lives of changemakers. As a speaker and consultant, he has worked with Prime Ministers, Presidents, Fortune 500 CEOs and C-suites, coached and trained thousands of leaders in more than 60 countries. The first part of his career was spent on the front line of social change, standing on street corners asking people for donations and getting caught up in revolutions. For the last 15 years, he has also brought this passion to the world of business, enabling current and future leaders to unlock meaning and purpose to transform their own lives and those of the people they serve.

Storytelling is both a science and an art. Great stories transport us, inspire and move us, thrill us and touch us. A great story, regardless of whether it is told in music, poetry, theatre, a fundraising letter or simply over a dinner table, flows seamlessly and appears to be timeless. And yet, despite how many stories there are (and how many new ones get created every day), there is one common thread that links all great stories.

That thread is you. You, the listener, can see yourself in the story. As you experience the story, your mental imagery starts to paint the picture unfolding around you. You become almost the protagonist, even if the story itself has nothing to do with you. This is the difference between a **Narrative** and a **Story**.

Many years ago, I found myself at a storytelling festival in a tiny village in western France.

The festival was scattered all over the village, with the main stage (if you can call it that) in a field behind the town hall. Rugs and towels were spread like a badly sewn quilt over what looked like recently cut hay, awaiting the headline act—a folk storyteller called Yannick Jaulin. And as the sun rather poetically began to set behind the stage, the relatively short and stocky headliner appeared, holding just a microphone.

He opened his mouth, and the journey began. Stories of people and situations, of circumstances. Of fantasy and reality. Stories of this and of that. But what connected them all was the sense that these stories belonged not to him, but to us, the listeners. I could see myself in every one of them. The pictures I was painting for myself as I listened were so vivid. The colours, the sounds, the smells, even the quality of the relationships were almost real. And when he left the stage and I looked down at my watch for the first time since the start of the show, I realized that he had been speaking for 3 hours. It felt like minutes.

Yannick Jaulin knew (well, knows, as he is still very much alive and telling stories all around France today!) how to create stories. And that a story is not about the storyteller, but about the story-listener. It is about how the story transports the

listener so that they see themselves in it. Most of the time, though, we don't communicate in Stories. We communicate in what I call **Narratives**. And if we are trying to move and inspire people to make changes or to donate their time, talent, or treasure, then this is a real shame and a missed opportunity. A **Narrative** is about the person communicating rather than the person listening. It is about the information or the data that the communicator feels is really important that the listener hears, retains, or takes action on.

Science and business communicators do a lot of Narrative communication. And unfortunately, so do fundraisers. How often have you sat in a meeting listening to a presentation (given undoubtedly by some well-meaning team member and backed up with dozens of PowerPoint slides), that simply pushes out information, expecting you to retain it, or perhaps even take action as a result of hearing it?

You know that feeling of walking out of the room having retained almost nothing, certain that if someone asked you to repeat what you learned, you would be lost without your notes? And yet, had that same information been constructed into a Story rather than a Narrative, your recall would have been so much better.

How often have you read a letter from a non-profit (written undoubtedly by some well-meaning fundraiser and backed up with lots of impact data points), that simply pushes out information, expecting you to retain it or be moved by it, or perhaps even make a donation as a result of reading it? And yet, had that same letter been constructed into a Story rather than a Narrative, your desire to donate would have been so much greater. If only the presenter or the fundraiser had known about a simple Storytelling framework...

Meet the 4-Act Play. All great stories have several acts. Symphonies have movements. Poems have stanzas. Novels have chapters. There is always an arc in the story—from the discovery of the characters at the beginning, through to the denouement at the end. The 4-Act Play helps you build a story that has its own seamless arc.

Act 1—The Hook

Many of us will have sat in the audience at a conference or an event and watched someone we don't know appear on stage to deliver a keynote or presentation. You know that for the next little while, you're going to be stuck listening to them. There's an uncertainty that hangs in the air in those moments. Will they be any good? Am I just about to waste an hour of my life that I'll never get back? If they're really rubbish, can I leave discretely or is everyone going to see?

That uncertainty creates a tendency to lean back rather than lean in. To sit with arms crossed, rather than wide open. To wait to be impressed rather than assuming that you are going to be. That's the context your audience is holding when you begin your story, regardless of whether you are sharing it with your donors through a letter or with thousands of people in a field in western France. Until they know that you are going to share a Story rather than a Narrative, they are going to assume the worst.

Which is why Act 1 of your 4-Act Play starts with The Hook. You need to hook their attention, get them to uncross their arms and lean in. And the best way to do that is to establish some rapport, to let them see how much like you they are. And the best way to do that? Give them something of yours that shows your own humanity. Offer them a personal story that shows your own vulnerability and that they can connect to. You want to say something that leaves them thinking 'Well, they might be the storyteller and I might be the listener (or reader), but we are both human beings with our own flaws and insecurities, and it feels nice to hear from someone authentic for a change'.

Your Hook should be just personal and vulnerable enough to create a level of empathetic connection. You want your listener or reader to see themselves in you and in your story. You don't want to transform the uncertainty in the room into discomfort by over-sharing, particularly before having created a connection with your audience. You want them to grant you the right to keep talking.

Act 2—The Flip

The next act in the 4-Act Play, once you are starting to see the proverbial arms of your audience uncross and lean in, is all about harnessing their attention. What is it in your story that they've never heard before? What's the new thing, the new angle, the unique or fresh way of looking at things that you alone can offer them through your story?

If your story is going to reiterate something they know all too well, then why should they devote their time to listening to it? If your story is not going to take them somewhere new, then why should they give you their attention? The Flip answers that. It creates a second act that will get your audience thinking 'I wasn't expecting that', or 'That's interesting—I never thought about that before', and which ultimately leads to 'Tell me more...' And it does that by reframing the issue.

Once your audience is leaning in and wanting you to tell them more, then you have their attention. And when you have their attention, you have their interest, and they will want to hear more about whatever you have to say. You have hooked them into your story, and they are ready for Act 3.

Act 3—Build the Case

Now your listeners or your readers are ready for you to take them wherever you need to go.

Act 3 is about doing just that. It generally takes up most of the time in your story. You've already done the hard work getting their attention and ensuring they are leaning in. Now it is about taking them step by step on the journey towards your destination, towards the action you are going to ask of them in Act 4. It is about sharing with them all the great reasons why they would choose to support your cause.

I often imagine Act 3 as a highway. At the beginning of Act 3, your audience is at the start of the highway and your goal is that they journey down the highway with you without taking any of the exit ramps that they will encounter along the way. These 'exit ramps' are the moments in

your story where perhaps your case is not so compelling, or where they could find a reason to say 'That's nice, but not today', or 'I give to other causes, not this one'.

Because the essence of Act 3 is about taking them down the highway, getting them excited about the destination, while at the same time making sure that it feels like their story, their journey, rather than yours. And as you move closer to the end of the highway through Act 3, you get your audience ready for the most important part of your story: Act 4—the Call to Action.

Act 4—The Call to Action

So often I will hear somebody tell a story or enrol people into a particular point of view or perspective, but then just stop at the end of the story. If you don't have a clear call to action, you have forgotten the most important part of the story, which is to ask your audience to do something and to take action as a result of the story that they've heard.

If your listener or reader gives you the respect (and, more importantly, their time), to journey with you through Acts 1, 2, and 3, and you don't ask them to do something, then frankly, you are being disrespectful! If I, as the listener, have sat and listened to you take me on a journey, and you've reached the end without asking me to do something, then you have wasted my time. Remember, all communication is about enrollment. We are either enrolling or we are being enrolled. Your opportunity here in Act 4 is to put a powerful and compelling call to action to your listener or your audience so that they actually do something.

My invitation to you, as you build a 4-Act play, is to start with the Call to Action.

That's right. Start planning your story at Act 4. What is it that you actually want people to do as a result of hearing or reading your story? What do you want them to be thinking and feeling at the end of the highway (Act 3), and then what action do you want them to take as a result? Then work backwards.

What are the potential off-ramps, the potential objections, the potential reasons why they might not want to do that? Identify them and then ensure you are addressing each of them as you build Act 3. Create a story they see themselves in, ensuring that you are ticking off all the steps, all the milestones along the highway to get them ready to receive your call to action.

Now, shift to Act 1. What is the vulnerable story that you will share with your audience to establish connection and rapport with them? What is the part of you that you are willing to share or give up to your audience—that will get them seeing something of themselves in you? What is the personal story that you will tell that will have them uncrossing their arms and giving you the right to keep talking?

Once you've established Act 1, then connect Act 1 and Act 3. What is your unique perspective, the unique angle, that you bring to whatever it is that you are enrolling them into? What is the thing that they've never heard before that connects your lived experience and the case you are making in Act 3? Of course—the reason they've never heard it before in quite those terms is because they've never seen things through your eyes. That is the essence of Act 2: it is your unique perspective that people are leaning into, that gets people thinking 'I've never quite looked at it like that before, that's interesting'.

If you follow the 4-Act Play, you have a framework to build a compelling and engaging story that will not just powerfully communicate your purpose and your vision but that will enroll people into your movement. So, you have read all the way to the end of this article. For that, I am truly grateful. And it would be disrespectful of me to not ask you to do something now.

So go and build your own 4-Act Play. Tell a story for your supporters! Start with the key ideas, just simple bullet points. You can build out the story in more detail later, but for now, focus on getting the major talking points down and mapping out the story. Remember to start with the Call to Action!

Business Funds and Small Donations: The Case of Dmytro Tomchuk

On the morning of 24 February 2022, Dmytro Tomchuk, an investor, writer, and blogger, stood in line at the military registration and enlistment office. A few hours later, he received a phone call from his friends, the developers of the Punisher drone, who invited him to join their unit. They knew Dmytro as an investor in IT technologies and wanted him on their team.

He fought with them along the whole frontline, and everywhere they went, he saw the same problem: it was difficult for untrained soldiers to master the control of drones. The unit realised that in the future, the production of UAVs may exceed the number of crews able to handle them. Therefore, it was necessary to increase training capacity.

So, Dmytro became a kind of ‘patron’ of the Training Centre for attack and reconnaissance drone crews and started raising funds for capital construction. His skills as an investor and businessman helped plan and develop the fundraising campaign.

The task was to create a full-fledged training centre with two shelters, classrooms, residential modules, a training ground, an instructor’s building, a kitchen, a laundry room, and a dining hall from scratch. The project cost 16.7 million hryvnias. Half the funds were raised privately, thanks to the first significant investors from Dmytro’s pre-war life. Construction started, and the cadets lived in tents and studied as the construction went on. Now, the task was to raise 9 million hryvnias from the community.

Dmytro decided to add a lottery to the fundraising. The prize was a silver pendant from Kasyanenko Jewellery. It depicts an origami bird flying over the recognisable landscapes of Mariupol. This bird symbolises peace, life, freedom, and care-free times, as well as a ‘bird’—the military term for drones and UAVs. The other ‘bird’ is flying over occupied Mariupol to deliver precise, smart, powerful, and daring strikes on enemy positions. The jewellery company didn’t want to simply sell the pendant since it had a deep meaning for them.

The lottery terms were standard: you had to donate between 100 hryvnias and 9 million hryvnias (the amount remaining to raise all necessary funds). Every 100 hryvnias granted an additional number in the lottery. A donation of 9 million hryvnias would grant an automatic win.

BUSINESS FUNDS AND SMALL DONATIONS



I know for sure that I will raise all the funds to the last penny. And until I do, I will not stop, no matter how hard it gets. Maybe tomorrow, people will donate one hryvnia each. It doesn't matter at all... The main thing is to never give up.

However, in order to reach the fundraising goal, it was also necessary to involve businesses. Dmytro had a wide circle of contacts among entrepreneurs and already had experience investing in similar projects. Therefore, he understood that he needed to inspire trust and show the real impact of each donor.

From the first days of the fundraising, Dmytro started communicating about the construction on his personal Facebook and Instagram pages, combining the usual stories about his life and work with appeals for donations. It showed why it was personally important for Dmytro to create this centre, and inspired trust. In addition, he asked his business acquaintances to spread the word about the project among their partners and Facebook audiences. Those who knew Dmytro personally agreed to help. The audience outreach showed that donations came from different people: the foundation received both small and large transactions. However, Dmytro has always appreciated the support of small donors and considered them a valuable source of funding.

The amount to be raised is large, and the project is of long-term, strategic importance. Between the Centre and a separate crisis fundraiser, donors preferred the latter, where people need to raise money here and now. That's why donations often slowed down or stopped altogether. But Dmytro continues to raise funds. More and more students are learning to carry out drone strikes, and the team is confident they will complete the construction.

'I know for sure that I will raise all the funds down to the penny. And until I do, I will not stop, no matter how hard it gets. Maybe tomorrow, people will donate one hryvnia each. It doesn't matter at all. The dynamics go in a spiral. One minute, transactions come in one after another, the next, they stop altogether. The main thing is to never give up,' says Dmytro.



A Personal Meeting Instead of Calls and Letters: The Case of Ivan Serebriakov

Horizontal relationships are the basis of the volunteer movement in Ukraine. Quite often, CSOs and charities start their journey by helping their loved ones, and later scale up and grow into sustainable institutions. This was the case with Ivan Serebriakov.

Before the full-scale war, Ivan worked as an engineer in the mining industry. His family began their volunteer journey in April 2022, when his home village near Borodianka was de-occupied. Their relatives in Sloviansk and Izyum needed help, and the family couldn't stand aside. At first, they collected food and warm clothes within the community. Later, this effort grew to become a network of humanitarian aid collection points in the Kyiv region.

Ivan and his family started collecting humanitarian aid through announcements in village councils, and then the villagers called and asked them to take things and food to the East. The humanitarian supplies were sent in small cars to avoid attracting the enemy's attention and to have a better chance of not being shelled.

The most vulnerable regions are those that are difficult to reach. That's why Ivan focused on Chornobaivka, Lyman, and Bakhmut, where the need for water, food, and medicine was particularly acute. These were quite dangerous trips, but the opportunity to help people in the frontline areas was worth all the effort. Ivan and his team continued to go to Bakhmut until the city was closed to volunteers.

'A personal meeting works better than calls or letters,' says Ivan. 'That is why it is so important to show people from the war zone that we haven't forgotten about them and to help them not only with words but also with deeds.'

After the de-occupation of the Kharkiv and Kherson regions, Ivan and his family started going there as the flow of donations increased. They mostly fulfilled requests—wherever people asked for help, they went. Over time, a whole network of collecting humanitarian aid and donations in villages has formed—communities from Kyiv, Cherkasy, and Kharkiv regions joined in.

A significant share of donations came from social media—volunteers communicated with their friends and followers, collected donations for fuel and humanitarian needs, and then started fundraising for the military. Ivan believes that storytelling is important in fundraising—presenting your story in an interesting way so

A PERSONAL MEETING INSTEAD OF CALLS AND LETTERS



A personal meeting works better than calls or letters,” says Ivan. “That is why it is so important to show people from the war zone that we haven’t forgotten about them and to help them not only with words but also with deeds.

that people want to repost it. For example, a Facebook appeal to donate for a new car for the military at the front raised 150,000 hryvnias in just four days.

Ivan also considers cooperation with business to be an important area. Since he used to work as an engineer, he turned to his colleagues in the industry. His first meetings with the owners of, and acquaintances from, mining companies were not always successful, but personal conversations brought results. Thus, personal connections helped Ivan to amass an average of 200,000 hryvnias from each of the companies where he organised internal corporate fundraisings.

Ivan joined the Ukrainian Armed Forces, and his father continues his volunteer work. The initiative still mainly works in an ‘incoming data’ mode—it responds to critical needs here and now, using social media to raise funds and showing stories of real soldiers to encourage fundraising. A stable circle of benefactors has already formed.

Ivan’s family demonstrates that even without previous experience, it is possible to effectively coordinate humanitarian aid using communication skills and adapting to changing needs.



ORGANISING A FUNDRAISING EVENT



Michael Norton is the founder of the Directory of Social Change, the UK's leading agency providing information, training, and support to voluntary organizations. In 1995, he founded the Centre for Innovation in Voluntary Action to promote and support social innovation and innovators with their ideas and projects. He was a Professor at the Graduate School of Business at the University of Cape Town and Beijing Normal University. Author of 'Writing Better Fundraising Applications', 'The WorldWide Fundraiser's Handbook', and 'The Complete Fundraising Handbook'.

Organising an event can be a great idea for raising money. People may participate because they already like what you are doing and support you, or they want to take part in the event itself. For a high-profile event, there is also the possibility of attracting sponsorship.

Events are divided into three main categories:

- Events that people **pay to come to**, such as entertainment events.
- Events where people **raise money** for you, such as a sponsored walk.
- Events where people **purchase something** they like (such as an auction), where you get the item donated, or where they purchase a chance of winning a prize (such as a raffle).

How to organise a successful fundraising event

If you want to organise an event to fundraise or get your message across, here's how.

- Decide what type of event you want to organise.
- List up to three main objectives for your event. Make them as clear as possible. It is a lot of work, so you (and everyone else on your team) must know why you are doing it.
- Give a title to the event. Make it catchy.
- Decide who you would like to come to the event. Estimate how many people you can get together. Then do your best to get even more to come.
- Decide on the programme for the event.
- Think about people you might invite as speakers and celebrities. Who would you like to ask, and how will you try to get hold of them?
- Decide where it will be held. Is the venue suitable and available? How many people does it hold? Is it wheelchair accessible? Make sure to book it as soon as you can.
- Decide when it will be held. Plan several months ahead if possible. It is better to fix the date sooner than later.
- Think about the props and equipment you will need. Do you need chairs or tables? How many?
- Decide if you are providing refreshments. Who will be responsible for this, and will you charge for them?
- Decide if you need banners and decorations.
- Decide what posters and publicity material

you need. Who will be responsible for producing these? Leaflets explaining your project you can give to people are a good idea.

- Decide how you will publicise the event.
- Think about how many helpers you need on the day. What will you ask them to do, and who will be responsible for briefing and coordinating them?
- Who is to be the organising team? And what will their particular responsibilities be?
- Agree on a budget for the event. Estimate all the costs you plan to incur, allow for something as a contingency, and think about how you will cover these. Beg or borrow as much as you can.
- Keep a record of everyone who participated. They may be interested in supporting you or coming to another event.
- Have a debriefing session after the event to learn from the experience and to do better next time... And thank everyone who helped.

How to attract more people to your event

- Before you launch your fundraising event, try to find some supporters. This way people can see that you have already raised something.
- Approach friends and existing supporters first. Try to get them to donate at a level that will encourage others to give more generously.
- Try to find a sponsor who will agree to cover all organising costs, so that everything you raise is money you can use for your work.
- Another idea is to find someone to provide match funding, meaning that the money people give is matched by this donor. This could be for your whole appeal, or just for the first phase to get the appeal going.
- Suggest different levels of giving. Most people do not know how much to donate, so you can even provide examples. Such as a schoolchild giving a 'pocket money donation'.
- When you have completed your fundraising, organise a celebratory event to thank everyone. Those who come might even be persuaded to give a bit more.
- When all the money you have raised has been spent, tell all your supporters what you have achieved with their support.

Hurkit: Charity Race With the Help of Friend-Raising

Vlad Samoilenko and his friends have been volunteering since the beginning of the full-scale invasion. At first, they helped civilians together, and later, they officially united and created the Hurkit Charity Foundation. Now, the team works in the de-occupied territories, raising funds for cars for the military and medics.

When the number of donors decreased, Hurkit switched to more creative methods: they held auctions, raffled off a meeting with Zhadan, a flag signed by Zaluzhnyi, and a ball signed by Ukrainian soccer players. However, the foundation also wanted to attract the attention of young people, as well as professional and not-so-professional athletes, so members decided to add a new approach—charity sports events. In addition, it helped expand the donor base, and the team itself consists of outdoor enthusiasts.

The first race, '1 Run for the Ones in Combat Boots,' was held in Kyiv in July 2023.

Vlad recalls that the preparation lasted about two months. The team wanted to make the event family-friendly and planned all the activities with this in mind. They chose VDNH as the location, as it is perhaps the most 'family-friendly' space in Kyiv. They also gave the participants a choice of distances: 1 km, 5 km, 420 m for children, or online. To make the running more fun, the organisers invited a DJ to host the event.

Unlike other charity events, which donate 50% or 70% of the raised money, Hurkit promised to donate 100%. Vlad thinks this created a competitive advantage, as few people dare to donate all the money they raise.

Since the race was completely non-profit, spending money on organisation was not an option. So, they had to find a sponsor. After a short email campaign, several water suppliers agreed to help. For the preparatory work, Hurkit members engaged volunteers who were quickly found through Facebook.

However, even with the big and loud names of sponsors on the information materials, registration was slow. A thousand participants had to register for the race to raise the money Hurkit planned, and there was not much time left before the event.

So they started spreading the announcement through friends and social media groups, asking for reposts. They also involved the

CHARITY RACE WITH THE HELP OF FRIEND-RAISING



Every time we meet and discuss our strategic work plan. Everything needs to be changed a little bit—the form of requests, the form of raisings, and the audience. Because at some point, it is exhausted or no longer interested. Unfortunately, this is the situation.

military, for whom they collected money for a car: the soldiers recorded a video asking to join in.

The number of registrations increased, but the team still needed to reach the 1,000 mark. So they decided to add the 'friend-raising' method to the promotion—the Hurkit team asked businessmen they knew to tell their companies about the race and invite their colleagues. This created a kind of community of business ambassadors, and additional donations from companies followed suit.

Before the event, Hurkit managed to get a thousand registrations and raise 500 thousand hryvnas. All participants who crossed the finish line were offered several sets of prizes to choose from. One of them, for example, included a cartridge case engraved with the name of the race and the date and time the participant finished the distance.

At the end of the race, Hurkit posted a report with their gratitude. They shared happy photos and videos of the runners, and the news spread to a wider audience. The success of the race inspired Vlad and the team to keep going. The next event was a charity swim on the Blue Lake, which raised 2 million hryvnias.

Vlad says that they can raise funds effectively thanks to the development and change of approaches to fundraising: 'Every time we meet and discuss our strategic work plan. Everything needs to be changed a little bit—the form of requests, the form of fundraisers, and the audience. Because at some point, this audience exhausted or no longer interested. Unfortunately, this is the situation. That's why we are trying; we are not afraid. We have people's trust and are considering different options.'



Overcoming Kilometres on Protstheses and Collecting Millions: Oleksandr Shvetsov's Case

The Chornohora Ridge is the highest mountain range of the Ukrainian Carpathians, stretching 40 kilometres. There are six 2,000-meter mountains, including Hoverla, the highest point in the country. Chornohora is famous for its landscapes and attracts thousands of tourists every year. However, the route through this mountain range is tricky and requires much effort, even from experienced tourists. That's why veteran Oleksandr Shvetsov chose the Chornohora Ridge specifically for a charity hike with his brothers on prosthetic legs to raise 10 million for the needs of the Armed Forces.

Oleksandr is the founder of the CSO 'BratuBrat' and a former military man who lost his leg in the war back in 2014. It was a difficult experience, and he was getting used to life with a prosthesis for a long time. Travelling became the veteran's joy; this way, he could ignore physical discomfort.

At the beginning of the full-scale invasion, Oleksander's brothers-in-arms went to the frontline, and he took over fundraising and providing the units with everything they needed. At first, the veteran successfully organised fundraisers through social media posts. However, the volume of requests increased. When there was a need to buy a car for the soldiers, Oleksandr decided to go for a walking marathon on prosthetics. The idea turned out to be extremely successful; he currently has millions of hryvnias collected for the Armed Forces, and hundreds of kilometres travelled on a prosthesis.

Oleksandr got the inspiration to hike thanks to the comedian Mark Kutsevalov, who regularly makes 'reality hikes' for hundreds of kilometres, collecting money for the Armed Forces. The first prosthetic 'marathon' was planned from Odesa to Yaremche, symbolically connecting the Carpathians and the Black Sea. The initial goal was to collect 800,000 hryvnias, approximately the distance in steps. The veteran actively highlighted his idea on social networks and offered followers to shorten his path. If a person contributed UAH 100, 100 steps were subtracted from the final goal.

During the first five days, the fundraising was slow. However, Oleksandr kept on going, edited a video from his trip, and published it on social networks. On the sixth day, the man met a priest who donated one thousand hryvnias in cash. The next day, the video with this story went viral on social networks, and the fundraising goal was met. 'While brushing my teeth, I realized I don't have

OVERCOMING KILOMETRES AND COLLECTING MILLION

to go any further. But for myself, I walked another 10 kilometres that day. By the time I returned home, the amount of raised funds had increased by a million. I woke up the next day—another million added,’ recalls Oleksandr. This initiative helped raise 7 million hryvnias and buy dozens of cars for the Armed Forces.

Oleksandr not only walks on his own but also involves other veterans with amputations, helping them with rehabilitation. The following campaign was an initiative of his brother who lost his arm and his leg in the war. The plan was to walk from Kyiv to Zhytomyr to meet each other and raise three million for a gastroscope for a military hospital. Medical equipment manufacturer Olympus learned about this campaign and added money to purchase an Endoscopy Tower System worth 12.5 million.

Oleksandr’s most famous campaign is ‘We won’t get tired,’ together with the Serhiy Prytula Foundation. Five more military men with above-the-knee amputations joined it. The participants climbed the Chornohora Ridge. The Carpathians’ difficult landscape and changeable weather were not enough for the participants—each carried 10 kg of sand in a backpack with equipment. With each million collected, the veterans shed a kilogram of cargo. In the end, 8 million were collected during the campaign itself, and within a week, the fundraising goal was reached.

Prosthetic hikes have become a successful fundraising example and a way to inspire wounded brothers-in-arms. Oleksandr proved by his own example that amputation is not the end of one’s life; even with complicated injuries, one can live an active life and help others. That is why his initiatives receive great coverage in the media and social networks. Currently, Oleksandr is actively working on raising funds to rehabilitate wounded soldiers, trying to adapt them to a new way of life, and actively defending veterans’ rights.

“While brushing my teeth, I realized I don't have to go any further. But for myself, I walked another 10 kilometres that day. By the time I returned home, the amount of raised funds had increased by a million. I woke up the next day—another million added.



RUNNING CULTIVATION EVENTS



John Baguley PhD, MBA, Executive Chair at International Fundraising Consultancy, which was awarded in the UK by Consultancy of the Year: Better Society Awards in 2020, 2021, and 2023. Author of 'Successful Fundraising' and 'Fundraising and Zombies: a Guide to Charity Management'

Getting people there

The cultivation event should be tailored to your audience, message, and objective: intimate to get close conversations or large to reach many people. Invite old and new friends—old ones can help to warm up the new ones. A cover letter with the invitation is useful in conveying the right message and will help increase acceptances.

For major donors, use an upmarket or exclusive venue. Select a host who is a nationally known celebrity or who will command the respect of the very wealthy. Send out the invites and a diary reminder as soon as possible.

Make invitations as personal as possible. Around 20% of people cancel or do not turn up on the night. Make sure there is no conflict of interest when choosing guests, particularly for a small get-together. RSVP (Répondez s'il vous plaît)—always have this so you can learn and note why people can't come.

Arrival

It is essential to capture the names and contact details of those attending. This is best done as they arrive when issuing badges. They also help people communicate more easily. Set out badges on a table in alphabetical order by surname, and set the table people must pass by for this.

Some people will bring guests, and the guests should be politely asked for their names and 'Can I note your phone number so we can contact you?' If asked why, and few people do, it is because we wish to keep in touch with the guests. 'We will be contacting everyone after the event and would like to include you'.

Tips on networking

- All guests should be greeted as they arrive; try to maintain personal contact throughout. Always have another social event up your sleeve to invite them to. Make sure they know your name, so they can recognise it when they receive the invitation.

- Know something (public) about them so you can comment and say how much you admire their work; ask how they know the host, and how they became involved in the charity.
- Keep your contact details ready.
- Don't think they are too busy or important for you to talk to them.
- Read up on their area of business or interests so you can talk about what may interest them.
- If the conversation is drying up, introduce them to someone else/bring someone else in so you can get away. Never leave them stranded.
- Don't give anyone more special treatment than anyone else, but don't ignore the 'special' people either—make an effort to go and talk to them.
- Enjoy it—no matter what. It is the key for an event to work well—for people to pick up on a positive, happy environment.

Speeches

All events should start by welcoming people. It is then usual for the CEO to run through the basics of the organisation for those who do not know it, followed by the keynote moving talk by your best communicator. They should end with their vision of the future, which is what you are asking people to buy into. Ensure you know the script or, at least, the key areas that person will cover so that the following areas can be covered by someone else (e.g. the Director). One person should introduce each speaker in turn. If each speaker is supposed to introduce the next, they often forget, and the event falters.

Laying out the basic facts

There will be people at your event who do not know your organisation. So, start with a quick summary of your mission (why you are in existence), what you now do (how you carry out your work), where you came from (your history), where you are now (number of beneficiaries, number of staff, volunteers, turnover etc.) and where you are going (your imaginative steps forward that they will be supporting), what you lack to get there (funds, new building,

equipment), and finally, who will suffer if you fail to make that step.

Stirring the emotions

The classic way of doing this is through stories of your beneficiaries' journey. You can have an actor tell them or use a video. If the same people can also be present at the event and appear after the video to say a few words, that is often the point at which people think 'I must help this organisation'.

Tell three stories. Not one exceptional or a pair of complementary tales—those can seem like exceptions. More than three just confuses people. Three people is the right psychological number of beneficiaries appearing in the video.

Questions?

It is better for people to ask questions during the buffet or canapés, otherwise, the event loses momentum. If you let people ask questions, don't let a persistent person ask all the questions or make the session too long. They can be introduced to someone who will spend time with them.

The pledge

The Pledge Ask comes best directly after the emotionally moving beneficiaries' talk or video. The home team hands out large brightly colored envelopes (too big to get in the pocket and take home) with a card inside. The card has either a list of three tick boxes (e.g. Yes, I would like to be kept in touch with the appeal; Yes, I would like to visit a project; Yes I would like to discuss how I can help with the CEO) or a list of three amounts (e.g. I would like to pledge £20,000 a year for 3 years; £10,000 a year for 3 years; £5,000 a year for 3 years; or any amount for any number of years).

The speaker talks people through the whole pledge card, ensures they tick and sign them immediately, and hand them back in the envelopes to the home team.

The end

It is good to have a final presentation, an appropriate comedian, or cultural act before the canapés etc. Do thank everyone for attending and all those who helped. End on time!

After the event

Phone everyone after the event (the key reason you need their phone numbers):

- Thank them for attending.
- Ask them what they thought of the event. Listen and record what they say, even if it doesn't seem relevant at the time.
- Ask them if they would like to be involved with the organisation and allow them to suggest ways – record these. Do not ask for a donation, but suggest a meeting with them. Your notes on each prospect should now have the desired outcome for each individual noted on them. The key funds will come from this face-to-face meeting.
- How could the event be improved? The negatives should come after the suggestion of involvement, not before.
- Do they know anyone they could invite to another event? Mention that they will not be asked for money.
- Don't push people who are unwilling to help. You just want to retain those who are ready to help financially or become more involved.
- Follow up within a week so they remember you and what they may have committed to clearly, as well as still have the enthusiasm for the event before something else comes along.
- Keep a note of who does not turn up and send a note shortly after.
- Send a thank-you letter from the host within the next few days to ask to meet and discuss their further involvement in the organisation.

IT'S ABOUT COOPERATION, NOT USING EACH OTHER

Riy: It's About Cooperation, Not Using Each Other

“At some point, we started to talk openly about the fact that we were switching to a foundation format in which our key volunteers, specialists, would become foundation employees and raise funds for coverage of administrative costs. Friendly organisations were shocked by our frankness, especially when we started writing about it on social media,” says Diana Ilnytska, founder and director of the Riy charitable foundation. The initiative was launched in the first days of the full-scale war to help the Armed Forces of Ukraine and grew into a fund to strengthen the army. Now, Riy raises funds for administrative activities, clearly indicating the purpose of the collection. The team manages to attract resources for this purpose every month.

Diana Ilnytska, a change maker, strategist, and project manager, organised a group of volunteers to help the defenders of Kyiv in the first weeks of the full-scale war. By chance, she got in touch with the Land Forces Logistics Command, with whom she began to interact in-depth, receiving information about urgent needs. The Foundation assembles, develops, and manufactures unique products for the army: mobile shower and laundry systems, specialized military sleep systems, and individual camouflage equipment for snipers and foot soldiers. The quality, proven performance, optimised cost, and critical need of these products are a priority for the foundation. In addition, Riy has a specialised online space to support military wives.

“The product we make with our team is researched, analysed and of high quality. It will never harm the army but rather strengthen it. However, the amount of products we can produce depends on the partner with whom we are implementing the project,” says Diana. “We go to the donor with a ready-made package of marketing and fundraising materials, but before that, we clearly define the goal. If there is no goal, nothing will happen.”

The Foundation’s team can successfully engage partners by being open to their requests, having clear and detailed reporting and marketing tools, and having a well-established organisational structure with clear rules and procedures: a communication system, information storage, and knowledge management. There are established standards that guide the Foundation’s team.

Since January 2023, the Foundation has been raising funds for administrative activities (currently about 370,000 hryvnias per month) to guarantee the quality of its work. Fundraising occurs

through the foundation's social media and Diana's pages, using her personal brand. In addition, the foundation has launched the project 'Riy (Ukrainian for swarm)—Forward!', in which ten organisations are expected to support the foundation with 50 thousand hryvnias per month. Negotiations are underway to find such partners. 'I believe we will find them. It's not just words. This is how we have always worked. And I am sure that it will happen. Because we understand why we are doing this.'

'It is honest. It's fair to say that foundations are not volunteers,' says Diana. 'Foundations are professionals who invest their knowledge in systemic work and changes in the defence sector. They have to work in paid positions to function in society. This requires funds for the operational maintenance of a foundation. It is the right fundraising strategy for all organisations in Ukraine. We are not beggars; we are specialists who have found our place and do what no one else can. Working with the army is difficult.'

According to Diana, Riy does not see its partners as 'bags of money' but as strong team members with whom they will jointly make the planned changes in the country. The Foundation does not allow itself to be used for PR, which businesses sometimes try to do, so Riy often has to refuse partnerships. 'We have to inform the public that our team is working because there is a critical need in the country, and we are not interested in cooperation that is not rational and important for the army. We are a professional organisation that invests a lot of effort in strengthening the army and changes in the defence sector. It is about cooperation, not using each other.'

As Diana told us, one of the main rules in the Foundation is that each team member is a fundraising tool. 'We call it "svii do svoho po svoie".* It is an all-Ukrainian theory. But it also applies to fundraising,' says the foundation's director. 'Each of us has important warm connections. And often they work the best.' Sometimes, fundraising events are organised outside of direct communication with the Foundation: partners organise themselves and hold fairs and social media events on their own.

Riy is open to cooperation and interaction, uses business approaches in its work, has a wide partner network, and is ready to engage partner assistance in implementing its tasks.

We go to the donor with a ready-made package of marketing and fundraising materials, but before that, we clearly define the goal. If there is no goal, nothing will happen.



*Literally—'a kindred soul, (coming) to one of the same kin, for (something of) their own.' An expression of a mutual aid philosophy.

INNOVATIONS IN ARTILLERY SUPPORT

Reactive Post: Innovations in Artillery Support

Reactive Post is a charitable organisation actively implementing various programs to improve the technical condition of artillery equipment. Its activities include repairing and modernising howitzers, mobile maintenance stations, and purchasing specialized equipment like weather stations. The latter ensures the accuracy of fire strikes depending on weather conditions. 'It is a specific matter, quite a private one, not understood by a wide audience and not by the public. Yet, this is an important branch of the military; it is expensive and needs support,' says Pavlo Narozhny, co-founder of Reactive Post.

Pavlo started helping the gunners right after the Revolution of Dignity in 2014. With the beginning of the anti-terrorist operation in the east of Ukraine, many of his friends and compatriots from the Sumy region linked their lives with artillery. He couldn't stay away. With the beginning of the full-scale invasion, Pavlo and his friends founded the charity organisation Reactive Post. The organisation studies and popularises the role of artillery, demonstrates its uniqueness, and maintains close contact with the troops. Gunners know the Reactive Post well.

'Few people understand what happens in war because everyone imagines that there are only soldiers running, shooting, and falling on the roads, like in the movies. But in reality, everything is completely different. And it is difficult to explain that 80% of fire damage is done by artillery,' says Pavlo.

Since the topic is quite specific, the organising team makes many efforts to attract funding. One of the key strategies is a creative approach to fundraising and creative messaging, such as 'Donate with precision.' Crowdfunding platforms are used to attract donors. On the organisation's website, where all the projects the team is working on are posted, subscribers are invited to make regular donations. A donor can link their card to regularly donate 100, 500, or 1000 hryvnias, depending on their own choice. The organisation already has a permanent base of donors, which was formed through long-term contacts. Some have been donating since 2014. Special attention is paid to cooperation with business, especially with IT companies. Since the organisation's founders work in IT, they know and understand this field well.

According to Pavel, personal meetings with the companies' top management, as well as meetings with employees, work well. Reactive Post offers company management to hold meetings for

employees, where representatives of the fund talk about the war, their activities, artillery, and its work. 'We bring souvenirs with us, for example, parts from Patriot, Himars, a clock made from a Himars cover, etc. After the story and questions, we invite the meeting participants to subscribe to Reactive Post and donate regularly. And it works.'

The founder of the organisation conducts public events and organises media activity on his own. Three people work in the fundraising department of Reactive Post. They keep statistics and analytics of incoming donations. All fundraising efforts focus on improving the understanding of what is happening in the war among wealthy and intellectual audiences. The team regularly writes posts and makes videos and photos. They explain the economics of war professionally, without emotions and pressure. 'Reactive Post' also uses cause-related marketing and sales deductions. The team organised a campaign with a seller of motor oil—10 hryvnias per litre went for the artillery.

Among the regular donors is a company that stopped arranging foreign tours for its employees on its birthday and transferred all these funds to Reactive Post. Pavlo emphasises: 'It is important that the company and employees receive a report on where the collected funds have been spent. Companies also note that such interaction contributes to developing the company's personnel.'

“Few people understand what happens in war because everyone imagines that there are only soldiers running, shooting, and falling on the roads, like in the movies. But in reality, everything is completely different. And it is difficult to explain that 80% of fire damage is done by artillery.”



THE CASE FOR SUPPORT



Bill King, CEO of International Fundraising Consultancy, has over 20 years of experience, and manages a network of dedicated specialists throughout the world, works with any fundraising need from advice and mentoring, to training, developing strategies, and hands-on support.

John Baguley PhD, MBA, Executive Chair at International Fundraising Consultancy, which was awarded in the UK by Consultancy of the Year: Better Society Awards in 2020, 2021, and 2023. Author of 'Successful Fundraising' and 'Fundraising and Zombies: a Guide to Charity Management'

The case for support is the basis for the appeal for funds. An early version helps see if there's a clear project that donors might like. Writing and testing the document with chosen people helps find gaps in the project's reasoning and details.

In its simplest terms, the case will consist of a narrative element designed to engage the reader **emotionally**, backed up by statistics, facts, and endorsements to satisfy them **intellectually**. It aims to:

1. Tell the reader about the problem that you are trying to tackle.
2. Show them the people who are affected by this problem.
3. Explain to them how they, personally, can make a difference.

Ideally, a case for support is around 4–8 pages long. Less than this can feel insubstantial, while the longer ones may be overwhelming. It should be highly readable and well-designed, using pictures and graphics to break up the text. A shorter, 2-page summary can also be useful for those readers and occasions where a longer document would not be appropriate.

Developing the case from an initial draft into a 'final' version will take time. Key tasks will include identifying stories from individuals and sourcing quotes of support from well-known and respected people. The case will then require testing with internal and external stakeholders before that 'final' version is produced.

The final version needs to cover the following elements:

- The **vision** of the organisation; why does it matter; what problem is it trying to solve?
- The stories of people who have been affected by this problem—three stories of individuals is a good balance.
- Details of costs required for running the organisation, and/or for any specific

projects for which funding is sought. This section should also include details on existing sources of funding and the amount still needed from fundraising.

- Endorsements from individuals and organisations which will strengthen the argument and add credibility to the project. Ideally, this would include a foreword from a well-known and respected individual who will immediately grab the reader's attention.
- How the reader can help.

The Case for Support is an organic document. It will be adapted and amended as necessary to ensure its contemporary nature and its relevance to the intended audience. It should, therefore, never be printed in large numbers. However, it needs to look the part; which means professionally copy-written, designed, and printed.

The Case will only rarely be sent to people, although a digital version is useful. Rather, you can give it to potential major donors or funders after a cultivation event or a meeting. The Case helps them learn more about the organisation, its goals, and plans.

THE MAIN VALUE IS THE COMMUNITY

National Scouting Organisation Plast: The Main Value is the Community

Regular donations of one thousand hryvnias came from an unknown benefactor monthly. Since Plast started mass fundraising in 2018, many people, especially its former members, have supported the organisation financially. However, when at the beginning of the full-scale invasion, 200,000 to 500,000 hryvnias started coming into the account from the same benefactor monthly, the team decided to get to know them personally. He turned out to be a founder of an IT company, and his son recently joined Plast. 'He saw that Plast is a community where everyone values the lives of other members. He started saving Plast members because they matter to each other. His IT company still provides the main support to the army through Plast,' says Tetyana Butc, head of Plast's fundraising department.

With the outbreak of the full-scale war, the organisation focused on helping its current and past members. Children and teenagers evacuated together with their parents and needed humanitarian aid. About 500 former Plast scouts—now soldiers—went to the front without combat experience and needed basic necessities and equipment. Volunteers who were eager to help the military activated the Plast community. The requests were substantial, and the diaspora support was not enough. The organisation's management reformatted its work to protect the country, backing the initiative. This process lasted for several months, and afterward, the organisation gradually returned to traditional work with children. Formally, the structure has not changed, but collecting funds to support defenders remains a priority.

'The organisation's uniqueness is in its integrity as a community of like-minded people ready to support each other and the community as a whole', says Tetyana. 'This is a vivid example of attracting funds by developing long-term relations with donors. The key to success is the availability of fundraising management systems and organisational readiness to implement large projects. There is a fundraising department that works systematically. There are fundraising plans.'

According to Tetyana, in 2022, Plast members provided aid more than 14,000 soldiers thanks to the community. Today, Ukrainian Plast has more than 100 branches and about 10,000 members. Current or former members in Ukraine and abroad already had experience supporting the organisation financially. During the war, they simply increased their aid—some of them, 500 times.

The organisation has been working on creating a fundraising structure for several years. Now, the donor enters the database of benefactors and receives reporting newsletters and new calls to join the support. 'All benefactors receive letters with a request to donate. There are also calls on social networks. It is general communication, without personalisation.'

Plast held its first fundraising campaign in 2018. The goal was to raise a million hryvnias for regions where Plast centers are still underdeveloped: Eastern, Southern, and Northern regions of Ukraine. The goal was reached, which became a record for fundraising on the Spilnocosht crowdfunding platform.

This fundraising campaign has also become the impetus for introducing a donor relationship management system through financial reporting and loyalty development. 'Starting with Spilnocosht, we got on the track of sustainable fundraising, increasing the number of regular benefactors and launching campaigns for specific projects,' says Tetyana. Plast is also known for its children's fundraising initiatives, where children hold fairs, crèches, and other events. With the beginning of a full-scale invasion, the children direct almost all resources to support the Plast members serving in the army. However, as before, they continue to attract resources for their development in the organisation: camps and trips.

According to Tetiana Buts, if the organisation benefits society, the people it helps become the main drivers of fundraising. A significant credit of trust also forms thanks to those who work on a volunteer basis.

'The most loyal to Plast are those whom we raised and those whose children we raised. It is worth forming a community of these people and not forgetting about them when the project is over because they will support the organisation in the future. It is probably the key factor in Plast's success.'

The organisation's uniqueness is in its integrity as a community of like-minded people ready to support each other and the community as a whole. This is a vivid example of attracting funds by developing long-term relations with donors.



CLEAR MESSAGES AND GOOD PRESENTATION

Eco Rivnenshchyna: Clear Messages and Good Presentation

Alla Losik began volunteering in 2014 during the anti-terrorist operation in the east of Ukraine. She actively helped volunteers from the Rivne region by organising mini-festivals with local music bands to raise funds to support the defenders of Ukraine. Over time, these events grew into large concerts and auctions. Alla and her team created souvenirs and incentive prizes for donors. They also actively raised funds for sick children, trying to help those who needed it most.

Today, Alla Losik heads the CSO Eco Rivnenshchyna, which raises funds to support defenders and works in humanitarian response to react to the needs of affected people and animals. Established in 2020, the organisation quickly gained popularity due to its effective activities and innovative fundraising approaches.

One successful example was a St Nicholas Day campaign to help sick children. Parents could order a greeting for their child through PrivatBank's website by scanning a QR code and making a donation. The actor playing St Nicholas communicated with the family via Zoom or sent letters to the children. This initiative raised funds and motivated children to empathise with and support each other. 'When a child made a wish for another child together with St Nicholas, it was a real miracle. We encouraged empathy and compassion. And a wish came to life—the child we raised funds for recovered,' says Alla.

Since the beginning of Russia's full-scale invasion of Ukraine, Eco Rivnenshchyna organised humanitarian aid from abroad, creating a network of partner organisations in the de-occupied territories and in the regions where shelling continues daily. The Humanitarian Centre in Rivne assists upon request from local hubs within the network. Volunteers set up a separate CSO in Kherson. 'This is a great example during a full-scale war. We have gone through the registration stages and signed a memorandum of cooperation with the military administration. Now, we are making repairs, helping, organising people, and providing them with everything they need—from bulletproof vests and helmets to cars and generators. The process includes opening official accounts, reporting, a website, and daily publicity. We have set up this algorithm so well that it is now working successfully,' says Alla.

In the early days of the war, Alla and her team began collecting photos of the consequences of Russian aggression and sending them to foreign media agencies. These photos attracted the



attention of donors from all over the world, who offered to help. 'The photographer who made the first collection, unfortunately, died in the first days in Irpin, but his photos are still being distributed worldwide,' says Alla.

Eco Rivnenshchyna can effectively communicate with donors, create clear messages and use different communication channels. The organisation actively cooperates with businesses, engaging them in socially-oriented marketing. Alla thinks that an example of successful cooperation between business and the public sector is the Oko Za Oko campaign by the OKKO petrol station chain and the Come Back Alive Foundation. 'Businesses have a problem with sales promotion. It is about marketing—it has become even more complicated during the war. And it has to preserve this internal component—from emotions to action,' Alla notes. 'That's why what works best for us are good presentation, understanding and communication skills. Personal history, emotion, and knowledge of English are also important. Ukrainians need to learn it.'

Alla's relentless efforts to develop the organisation, find new ways to help war-affected people and support our defenders serve as a shining example of how one person can change the world around them by engaging others and creating strong partnerships.

It is about marketing—it has become even more complicated during the war. And it has to preserve this internal component—from emotions to action. That's why what works best for us are good presentation, understanding and communication skills.

CROWDFUNDING PLATFORMS



Bill King, CEO of International Fundraising Consultancy, has over 20 years of experience, and manages a network of dedicated specialists throughout the world, works with any fundraising need from advice and mentoring, to training, developing strategies, and hands-on support.

A **Crowdfunding Platform** is a specialized website where you can post information about your project and request support for it. The platform has its own mailing system, which informs a large number of people that a particular project is looking for support. People and organisations who want to support the project can donate right on the platform page using an online payment system.

There are many Crowdfunding platforms: for business startups, for art and other creative projects, for inventors, as well as for financing social projects. For example, there is the GoFundMe platform that specializes in various topics. There is Pinkstart that works only with projects aimed at supporting the rights, health, and social well-being of LGBTQ+ people. Let's examine an example of a project placement on this platform (the platforms may differ in graphic design, but the modus of work is always approximately the same).

Fundraising procedure at the crowdfunding platform step-by-step:

1. When you have a project idea or a developed project and you need funds for its realisation, you register on the crowdfunding platform.
2. The platform proposes you to place your project. For this, you create a personal account (cabinet) that contains your data.
3. Project description. At the beginning, you outline the basic information: title, term of fundraising at the platform, planned amount of money. Next step: project description, adding video, pictures, or infographics. You can preview it or send it to the platform administrators for review. This helps ensure your project will succeed.
4. After saving the project on the platform, the administrators will check your information and create a contract a contract with you. It specifies relationships between your organisation and the platform (which is often

a registered NGO): timetable, collection fee, transfer rules, etc.

5. Project marketing. The platform begins to send messages about your project using all their contacts. These are the people who donated at the platform before. You can also make mailing lists among your contacts, inviting them to donate/share information with their contacts. SMM is actively used.
6. Start of fundraising. People donate directly to the platform by clicking the 'Donate' button, which is linked to the secure page for electronic payments. After the donation, the platform sends thanks to the donor. Donation data is also available to project initiators.
7. After completing the collection (the date you set yourself, see step 3), the funds collected are transferred to your account. Some platforms let you decide whether to receive funds only when the whole amount is gathered or regardless of the settled amount. With the first option, you pay a standard fee for using the platform, with the second one—a higher fee.
8. Sometimes the contract states that if you choose the first option and you have not reached the planned result of the fundraising, you will not receive anything. In this case, those donors who donated will receive their money back. A platform may also not withdraw funds from the donor account until the fundraising project's term is over.

Advantages of using crowdfunding platforms

- First of all, you do not lose anything. Your project can only get additional resources. The majority of platforms do not require payment for placement. Only a small percentage of collected funds goes to the platform as a fee for successful fundraising.
- Your project is widely promoted. Besides funding your main goals, you attract

attention to your organisation, as well as potential followers, supporters, and donors. They may be a valuable resource in the future.

- You also get to inform your supporters about the project fundraising flow using social networks or creating a blog on the project webpage (some platforms provide such an opportunity). When you're online with your supporters, you build trust and compassion. This can help you get more supporters and future donors. Your donors will feel involved in the process and proud of the collection results. They might even invite their friends and acquaintances to join in.
- Addressing your donors, you receive valuable feedback about the project. It allows you to see the advantages and drawbacks of your project from a different angle, which helps change and improve.

The Internet has its shortcomings, namely its (network) perpetuity. It's quite difficult to get users to choose your website or project from thousands of others. It is necessary to constantly support the interest of potential donors—to disseminate information about the possibilities of about donation possibilities and about the great job you are doing. **In online fundraising, unlike other types of raising resources, the key to success is the ability to 'lead' a donor to a page where they can donate.**

And some more important things for a successful crowdfunding.

On the modern Internet, any message should be delivered in at least two ways: a text and a picture. Therefore, always place photos and videos together with the text.

If you want a quick and confident action from the donor, your words should be simple, the story short and logical. And offer one specific action. Not three! Not two! One!

If you are raising funds for a new organisation, you need to regularly tell your donors about the

work you are doing along with appealing for support. It is easier for people to decide on support when work is ongoing and supported by someone else. So, even if you're still doing just a bit at the very beginning, talk about what results you have achieved, and how these small results will become steps in the development of success.

We Need to Look for Creative Approaches: Art Object Charity Auction

Before the full-scale invasion, Artem was a fundraiser for a large organisation, and after the 24th of February, he joined the Territorial Defense. After a while, he started working as a drone operator in a unit with a separate fundraising team. The tactic proved effective, as it helped cover some of the urgent needs of the entire group.

Therefore, it was decided to use this tactic in the next large-scale fundraising campaign: for the 'Zli Ptakhy' UAV strike force. Thanks to his fundraiser expertise, Artem helped run the campaign competently: he created a website, took high-quality photos and videos, and posted reports.

But it became increasingly difficult to raise funds. 'When the full-scale invasion began, people gave everything they had to everyone. In 2023, the situation changed: they didn't donate as much as they used to,' says Artem. So, the team started looking for creative ways to raise money. They settled on a proposal to hold an auction, and Artem became the organiser.

The work on the Art Object charity exhibition and auction began with the search for artists. The team members collected recommendations from friends, and friends suggested their friends. From this network, 40 artists—well-known and relatively unknown—from different regions of Ukraine were selected. This diversity encouraged some auction guests to support the lot when they saw that the artist was from the same city or region as them.

The artists were given used shell casings and complete freedom of creation. The results of their work became lots of the auction. A private chat was created for communication, allowing the artists to create their small community.

Although there wasn't much time to advertise and engage the audience, the organisers compensated for it with intensity. They created a separate website, launched social media, and focused on high-quality design (how else could it go with 40 artists on the team?) There was also a personalised mailing list with a call to tell friends about the event. A 'bid' function was added to the website so that people abroad could participate.

Art Object took place in October 2023 at the Kyiv Fortress Museum and lasted a week. At first, a private opening ceremony was held for the most respected donors, and then the event was open to everyone. In addition to the auction, the exhibition

**WE NEED TO LOOK FOR
CREATIVE APPROACHES**

“Social capital does not appear here and now. It accumulates. The people you communicate with, even if you are just friends on Facebook, follow your activities and what you do and write about. This is how the trust is built. These are the people who will help you in the future.”

featured film screenings, tactical medicine training for civilians, and other events.

Organisers sold all 70 painted shell casings for an average of 20 thousand hryvnas each. One of the guests was enthusiastic about such a fundraiser and donated 720 thousand hryvnas to support the cause. To thank him for his generosity, the organisers allowed the donor to choose a gift from among the auction artifacts. This bid became the record price of the lot. In just one week, more than 1.5 million hryvnias was raised.

Artem’s unit continues to raise money for Zli Ptakhy. Now, members of the military are looking for support to develop and produce a new type of UAV, Backfire.

Artem believes that the competition among the military fundraisers will only grow. Therefore, finding new creative approaches and building a network of personal contacts with donors is necessary: ‘Social capital does not appear here and now. It accumulates. The people you communicate with, even if you are just friends on Facebook, follow your activities, what you do and write about. This is how trust is built. These are the people who will help you in the future.’



From a Scientist to a Volunteer: The Story of Anton Senenko, Who Delivered more than 45 Cars to the Frontline

Anton Senenko is a well-known activist, scientist, and science populariser whose volunteering history began in 2014. He joined Marina Chebotareva and the Circlum company's initiative, helping to weave camouflage nets. However, the more extensive activities started at the beginning of the full-scale invasion.

In the first days, Anton volunteered to evacuate people from Irpin and Bucha. During one of these missions, he came under Russian fire and miraculously survived, but his car was beyond repair. A few days later, thanks to the support of caring people, the volunteer received three new vehicles. Later, together with like-minded people, Anton co-founded the Hurkit Charitable Foundation.

Later, Anton decided to leave Hurkit and continue his volunteering activities on his own. He could not fully immerse himself in systemic work due to his academic activities, so he started volunteering in his spare time. Anton is sincerely pleased when he manages to do something efficiently and in a way that truly helps others. Thanks to his activism, he has acquired a wide network of contacts in the activist community who have helped him raise funds and supported his initiatives.

Currently, Anton is implementing the project '42 Cars for the Armed Forces of Ukraine' together with the famous military man and writer Martin Brest. It is a platform for vehicle purchase, repair, and transfer to the army. On the website, you can view reports on the purchase of a car, its status, photos, and history, as well as see who donated to purchase it.

Anton motivates benefactors through warm communication on social media. 'I just started writing stories on Facebook. My audience is ordinary Facebook followers who donate 50-100-200 hryvnias each, and I realise that these people have been finding opportunities to donate their 150-200 hryvnias for all these months,' he says.

Anton based his fundraising strategy on constant crowdfunding, active communication, and the involvement of well-known personalities who inspire trust among the audience. Each of his Facebook posts gathers about 2,000 likes and more than 300 shares. This virality, as well as stability of donations, stability of donations serve as a testimony to the trust he has gained among his followers. It's not just money that Anton receives in donations: there was a case when a family brought him their own

FROM A SCIENTIST TO A VOLUNTEER

My biggest motivator is that people not only trust you but also invest huge resources. Therefore, the money must be used effectively.

jeep. And thanks to his network of contacts in the volunteer community, he often gets pro bono services.

‘My biggest motivator is that people not only trust me but also invest huge resources. Therefore, the money must be used effectively,’ says Anton.

Volunteering is a serious activity for him, even though he does it as a hobby. Anton tries to work efficiently despite his main focus being in the scientific field. He wants to avoid reaching the level of a charitable foundation, as he believes he will be absorbed in operational issues, spending 90% of his time interacting with the team instead of direct fundraising. In addition, working in an organisation can limit the freedom of action.

Anton keeps all the receipts, personally thanks each donor, analyses them, and notes that their number is not decreasing. His approach to fundraising demonstrates that it is possible to implement a large-scale campaign using a single communication channel and a minimum of administrative resources.

Anton believes it is unnecessary to spread oneself too thin on many cases, as each of them requires a deep understanding of the topic. That is why he focuses on what brings the most benefit to the military. He is proud to note that since the start of the ‘42 Cars’ campaign, more than 45 vehicles have been purchased and delivered to the Ukrainian Armed Forces.



INTERACTIONS WITH DONORS



Ken Phillips got his start in fundraising in 1961. As a student raising funds at the Institute of International Education, he raised the equivalent of \$18 million in today's currency on behalf of international study programs for Americans and foreign students in the U.S. He served as the VP of fundraising at Save the Children US and executive director at Plan International USA. He revolutionised the approach to marketing and donor outreach at these organisations, implementing strategic plans that professionalised fundraising efforts, quadrupling public awareness and tripling revenue. In April 2024, he received the Outstanding Fundraising Professional Award from the Association of Fundraising Professionals.

Meeting your donors' needs and expectations is a major fundraising principle, perhaps the overriding one. It is the basis for everything else. It consists of giving value to your donors, assessing whether they feel they are receiving value, and taking steps to ensure their satisfaction.

Nonprofits' 'business model' is to raise money from donors and use the funds to help beneficiaries. As such, the real job is to deliver results to society and to deliver appreciation and satisfaction to donors. Donor appreciation is essential and indispensable. Without it, there are no donors, without donors, there is no money, and without money, there is no program.

The basic level of donor appreciation includes:

- Acknowledging their support.
- Responding promptly to their queries.
- Providing them with the information they want.
- Showing you care about them.
- Providing public recognition for their support (if they want that).

Higher levels of donor appreciation include connecting with them in various ways, such as asking for their opinions or encouraging them to influence what you do. It also may mean involving them as volunteers or advisors in your work, and even enabling them to get others to care and help more. Keep asking the donors what they want—and do your best to keep giving it to them as you would in a personal, caring, or loving relationship. Appreciation communicates your excitement about them, celebration with them, and caring for them.

To truly understand fundraising, you need to investigate donor motivations and expectations regarding their giving. Donors have their own interests, needs, and priorities, and they have different motivations for giving. Only when you know their objectives, expectations, and even their biases can you formulate your communications to them more effectively. You can develop and fine-tune your messages to donors based on your knowledge of what they want.

Donors give money, and volunteers give time to make the world a better place. After fifty-five years of fundraising experience, I am convinced that donors give to enable dreams to come true—both dreams for program beneficiaries and themselves. Non-profit organisations are powerful change agents working to make society just and equitable. They encourage and enable people to donate money and time to achieve these goals. As a fundraiser, you are a leader and an advocate who promotes caring for the world as a way of living for everyone.

The biggest challenge for fundraising in every society is **to develop new donor markets and turn non-donors into donors**. Identifying what people dream about is the needed strategy. The deepest and most important dreams are dreams for a better world.

Get to know donors **personally or collectively** (that is, by groups or categories) so you can use their language and meet them on 'their turf.' An annual detailed donor satisfaction survey provides important information on how to appreciate your donors on a one-by-one or group-by-group basis. You should know what they want and don't want from you. Many donors, for example, don't want their names to be made public, and most don't want you to exchange or sell their names and contact information with other organisations for marketing purposes. There are many other things some donors want, and others don't, and you need to find out their preferences.

You can make it possible for people's dreams to come true. This is the art of fundraising. Imagine how good it feels for an individual when you find a way to turn their dreams into reality, often for a relatively small amount of money. Find new donors who have the same hopes and dreams for society as you do (your vision, mission, and values) and show them how you can work together. Ask them to help, and cooperate to exceed their expectations. Thus, you will make their dreams come true. When you do that, they will be grateful and will likely continue to donate and increase their contributions. Can anything be better than this?

Non-Publicity Helps: the Icon in Memory of the Fallen for Ukraine's Independence Project

'It's scary to think that we have already handed over more than 600 icons, and every day we receive new requests,' says Oleksandra Artyushchenko (Stakan), coordinator of the 'Icon of Memory for Those Who Died for Ukraine's Independence' project. For nine years now, the project's volunteers have been making plaster bas-reliefs of Ukrainian defenders, which they then hand over to the families of the fallen heroes. The workshops in Zhytomyr and Kropyvnytskyi exist thanks to the contributions of caring people. The team's reputation, entrepreneurial spirit, and non-publicity help them raise funds for materials, says the coordinator.

'My first experience with fundraising was in 2014 when my dad volunteered.' Oleksandra recalls, 'I didn't have much faith in fundraising, but the situation demanded it, so I decided to try.' She started raising funds: first for clothes for her father and his unit, and later for equipment and vehicles. Oleksandra recalls how a stranger saw her buying first aid kits for the defenders and gave her 20 hryvnias out of her pocket. 'Ukrainians have an amazing capacity for support. Without publicity, quietly. It must be in their genes.'

In 2015, Oleksandra became the coordinator of the all-Ukrainian project 'Icon of Memory of Those Who Died for Ukraine's Independence'. The project was born after meeting a famous Italian sculptor of Ukrainian descent, Elena Karamushka, who created the prototype of the icon for the project.

'Elena flew to Ukraine to teach a group of volunteers all the nuances of making bas-reliefs,' says Oleksandra. 'We opened the first workshop in Vasylkiv, Kyiv region, and started working.' According to Oleksandra, each icon is a work of art because it is unique, inimitable, made individually, and has a personalised certificate with a number.

Since the budget of one workshop is quite small, there is always a need for materials: plaster, sprays, paints, etc. To raise funds, the project team organises lotteries where they raffle off plaster bas-reliefs of different designs, hold auctions of flags with military signatures and defenders' chevrons, and regularly raise funds on social media and among friends. The idea of officially registering the organization has been abandoned, at least for now. Oleksandra says it would be more expensive to provide online support for the organisation than to initiate direct fundraisers and buy the necessary supplies. However, she is always ready to



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...It's just like in business—the secret to success is in people. And also, oddly enough, in non-publicity.

answer questions about money: she has all the reports on who donated, when, and how much since the project's foundation.

'My previous experience in entrepreneurship and sales helps me a lot in fundraising. It's just like in business—the secret to success is in people. And also, oddly enough, in non-publicity. Many issues, including financial ones, can be resolved more quickly in the non-public sphere. However, the purpose is important here, people need to understand where the money goes and trust you,' says Oleksandra.

Since the start of the full-scale invasion, Oleksandra has been forced to move abroad for her own safety and the safety of her young children. Although she does not call herself a fundraiser but only a project manager and consultant, she continues to be actively involved in the initiative and helps honour the memory of Ukrainian heroes.

Relief Ship: Saving Lives Thanks to Reputation

Mykyta Plyasov is the head and owner of Itravel—a tour operator whose employees are passionate about travelling. When the war came to their homes, he and his team, like millions of other Ukrainians, could not stand aside. After recovering from the shock, Mykyta and his colleagues founded the Relief Ship charity to save the lives of soldiers and civilians. Over the two years of the full-scale war, the Foundation’s volunteers have raised over 60 million hryvnias, and purchased 65 vehicles of various configurations to evacuate and provide first aid to the wounded. Also, Mykyta and his team raised more than 4 million hryvnias to repair a compact settlement for internally displaced people in Dnipro.

‘It all started with the purchase of bulletproof vests, medical kits, and other necessary ammunition for my friends who answered the call to defend the country,’ says the businessman. ‘Later, I had the opportunity to buy an ambulance in the UK. That’s when everything changed.’ Mykyta used his own agency’s funds to buy the ambulance and bring it to Ukraine. Wounded soldiers were already being transported to hospitals in Dnipro. It was hard to watch, but it was then that Mykyta realised that this was where he and his team could help.

After he bought the first ambulance, Mykyta was approached by hospitals from other cities, where the situation was already much worse than in Dnipro. His next purchase was an ambulance that was sent to Nikopol. Requests multiplied, ambulances and evacuation vehicles were needed everywhere on the frontline. To avoid difficulties transferring material assets received as humanitarian aid, the team decided to formalise their work and set up the Relief Ship charity foundation.

‘Initially, fundraising took place in the circle of ‘warm’ contacts: among friends, clients, and partners. These were mostly wealthy people,’ Mykyta recalls, ‘But later, we were getting approached by businesses that had seen the first results of our work. They had budgeted for charity and resources and were ready to help. And we knew who needed this help the most, where to find reasonably priced cars, and how to deliver them to Ukraine quickly.’

Mykyta admits that he had to use his acquaintances, contacts, and personal appeals to raise funds, and the level of trust in the Foundation was positively influenced by the level of trust in him personally. ‘Donors see concrete results in the form of equipment purchased with their money. They are always sure that we will

SAVING LIVES THANKS TO REPUTATION



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report back. In addition, we have a simple and clear structure of the Foundation, and we try to keep in touch with them regularly. We understand that a charitable foundation, in a sense, is also a service for businesses that invest in social projects. After all, entrepreneurs know me personally. That is why business owners probably recommend Relief Ship to each other as a reliable partner.'

Mykyta's team helps him maintain a high level of communication with his clients. Currently, three people are involved in the project regularly, as well as many volunteers in different regions of Ukraine and abroad. 'These are the drivers who deliver the cars, people who help with humanitarian aid in Europe. Colleagues and friends in Kyiv, Lviv, Odesa, and other cities are also always happy to help: designers, managers, people who, for example, raise the funds we lack funds,' the volunteer says with undisguised gratitude.

According to Mykyta, requests to the Foundation are constantly growing, as are donations. He does not notice a decline. He says that what he and his team are doing is saving lives. He cites the story of cooperation with the Kherson Hospital as an example. The Foundation's volunteers delivered an ambulance with a built-in artificial lung ventilation device to transport children after a difficult childbirth, i.e., an intensive care unit 'on wheels.' However, Mykyta is convinced that not only expensive vehicles are needed, but also those that can simply deliver medicines to areas where they cannot be purchased or transport people to the nearest hospitals. Despite the daily efforts of thousands of caring volunteers like Mykyta, vehicles are always scarce, especially in the Kherson, Kharkiv, and Donetsk regions.



HOW TO REACH MILLIONS OF DONORS WITH YOUR CAMPAIGN



Robert Kawałko is the co-founder, President of the Board and fundraiser of the Polish Fundraising Association. Former President of the European Fundraising Association. Founder of the Polish Institute of Philanthropy—a charitable foundation organizing open fundraising campaigns for non-profits.

Every fundraiser dreams of their campaigns reaching millions of views on social media and going 'viral'. No one has yet found a foolproof plan for such communication, but we know what to do to increase the chances of success.

Crowdfunding is a specific form of fundraising, available to everyone. The simplicity, cheapness, and widespread availability of tools for crowdfunding mean that sometimes literally a few minutes pass from the idea to the first donation.

According to fundera.com, in 2023, all crowdfunding campaigns in the USA raised a total of \$17.2 billion, and this amount increased by over 33% compared to the previous year. Over 600,000 campaigns have been conducted on Kickstarter alone since its founding. As you can see, crowdfunding is a powerful tool, and it is worth learning how it works.

The most successful fundraising campaigns are usually one-off ones. They begin because of some event that evokes great emotions, and are fuelled by enthusiasm generated by the media. They can be driven by compassion, love, or hatred. Crowdfunding cannot raise millions of dollars for earthquake victims every month. You can't fund a new drone for the Ukrainian army every month. All enthusiasm has its limit; all generosity eventually runs out.

One of the definitions of the word 'fundraiser' is 'someone who tells interesting stories.' And what stories are interesting? Simply ones you want to retell later. This is how 'viral' stories are born, i.e. stories that take on a life of their own.

The algorithm closely examines each piece of content. If nothing happens right after publication—people don't click, like, or share—it is unlikely that Facebook will consider the publication valuable and generate excellent organic reach.

How to do it right using Facebook (and possibly other social media)?

1. Choosing a campaign goal. The choice of the topic and the goal explain as much as 70% of a fundraising outcome. A conscious fundraiser

faces a lot of dilemmas at this stage. For example imagine that you want to help children in Africa. In your appeal to donors, you can write about hunger, education, diseases, war, safety, access to drinking water; lack of electricity, clothing, hospitals, home furnishings. What to choose? You must empathise with the donor and reconcile their preferences with the needs of those you help.

2. Increasing reach. If you want your post to reach as many people as possible without paid promotion, you can give it superpowers. How?

Passing it on! And doing it as quickly as possible, because time is of the essence. People will start clicking (if only to check what interesting things you have sent them) and the reach bar will go up. Send the link on Messenger using a bot. Share the publication in thematically similar groups (if the rules allow it!) or on the page of the event, connected to the post. Include a link and a few words of encouragement in your messaging campaign. Users will start clicking, and you will increase the chances of Facebook finding your post valuable. But don't be pushy and don't disappoint with low-quality content.

3. Build commitment. Facebook rewards posts that have a lot of numerous impressions. Impressions are likes and clicks. The more clicks, the better. Facebook tracks it, you can see it too. Sometimes we are interested in something, but we don't want to announce it to the whole world. A mother's attention may be drawn to a post about combating scabies in children, but she may not be willing to like or share it. Therefore, it is worth looking at statistics, which will tell you the truth about the real interest in the post.

Since we are on the subject of impressions, comments are the most important for the algorithm, and the best ones are those in which the discussion takes place between the brand and the follower. Discussion is the key word. Not individual comments, not: 'YES', 'I WANT IT', 'SEND', but a dialogue. Create posts in which you ask your audience for their opinion. Ask about topics that are important to them in the context of using your products or services. Let them know that their opinion is important to you.

Talk about them, not to them. After all, we like and share content most often like and share content that concerns us, that we can agree with, and that reflects an understanding of our behavior. Don't constantly write about how brilliant your offer is, but about how it will help the user and what desires it will satisfy. Always respond to comments. Pull up the thread, ask about something, and try to respond to similar comments in a different way.

4. Use UGC and custom post formats. UGC stands for User Generated Content. If your fans love to produce photos with your brand in the background or in the main role, you are in an ideal situation. You can choose the best ones and use them in your communication (with the author's consent, of course!).

5. Broadcast live. How do you hear me? Can you see me clearly? Hi Helena! Oh, Janek has joined us, hello Janek!

Sounds familiar? No wonder, because this is how live broadcasts on Facebook often start and... that's good! Especially for organic reach. The host asks questions, the viewers respond in the comments, and the coverage gets better. Video content is content that Facebook favors. Moreover, if you start a Live, your fans will receive a notification that the site has started a Live Broadcast. It's like free advertising. Don't give up on it.

6. Display first. I guess everyone remembers these posts: 'check "see first" to see our content'—and a screenshot of the page with an indication of where to click. Such posts often turned out to be ineffective. Why? There are two reasons.

The first is that most of Facebook's traffic comes from mobile. Everything looks slightly different in the application than on the desktop. Some users who saw graphics with a screenshot of the desktop view simply never reached the 'see first' option in the application.

Secondly, we want the user to do something for us, and what do we give in return? What

benefit will they have if our posts overshadow their friends' posts or other content that interests them? Exactly. There are no benefits here.

This feature could be mentioned if we often organise competitions or promotions, and if by following us, users won't miss them. It sounds more appealing than just 'see first to stay up to date'. I'm putting this method at the end of the list because it won't bring the same effect as it once could. Currently, the user can select display priority for a maximum of 30 pages, and in many cases, users have already exhausted this option.

7. Invest in paid advertising. This may sound a bit perverse, because paid activities are the opposite of organic activities, but it is worth remembering that one has an impact on the other. Even a small promotional budget will increase your organic reach. You will achieve the best results by combining organic and paid reach.

8. Don't reveal a poor result. This rule is the hardest to teach to beginner fundraisers. Well, the campaign has a percentage chance of success equal to the percentage of the set goal it has collected. First, collect half of the amount needed in donations from your closest friends, whom you will let in on your plan to collect the first half, and only then publicly reveal your goal. Success attracts success.

I hope that from this article, you have learned something that will help you run your organisation's social media even better and attract new donors to your campaign.

f You Want People to Know What You Do, Tell Them About It:

CSO Fotosyntez

Yana's aerial acrobatics school, StudioYanaKi, is well known to the locals in Zaporizhzhia. It is located in the Zavodskiy district, and employees of local businesses often send their children to the studio for classes. Since the beginning of the full-scale invasion, it has also become a venue for charity events from the CSO Fotosyntez.

The main focus of the organisation is events for children and young people. Photosynthesis organises holidays, festivals, and workshops. Since February 2022, these events have taken on new meanings. For young people, they have become a piece of care-free leisure in-between Russian shelling. Some active participants, who had become internally displaced, volunteered to conduct workshops for children, and the organisation created a group for women called 'Happy Mother = Happy Child'. For other cities, it has become a motivational example of continuing to act even under challenging circumstances. And for the residents of the Zavodskiy district, it became an opportunity to support the Armed Forces of Ukraine through fundraising events.

As Yana came to the public sphere from business, she often used marketing approaches in her work. She believes that consistent communication is essential. In addition, the topic of children in the frontline areas evokes empathy in people, encouraging them to support the organisation's activities. Yana constantly talks about her work on social media, including her blog and the pages, dedicated to her projects. She tries to involve several communication channels at once. She posts stories, shows the club's activities, organises live broadcasts, and keeps her finger on the pulse of the audience's needs. After all, storytelling and personal involvement work well in local stories.

People know Yana Ky as a person who works with children, and therefore, they trust her. The audience is eager to respond to requests for support and participate in fundraising events. This involvement of local residents in the CSO's activities also helps cooperation with donors. They note that they trust the organisation because of its long-term and consistent activities.

The most popular format of events is offline auctions. These mostly sell paintings created by children at workshops. People are interested in buying them and donating, especially if the military holds the auctions. There is also a format of aerial acrobatics competitions. There, for a donation, one can buy the opportunity

to come to the event, or even sit in the judge's chair and take photos. Yana says that people actively buy tickets to such events.

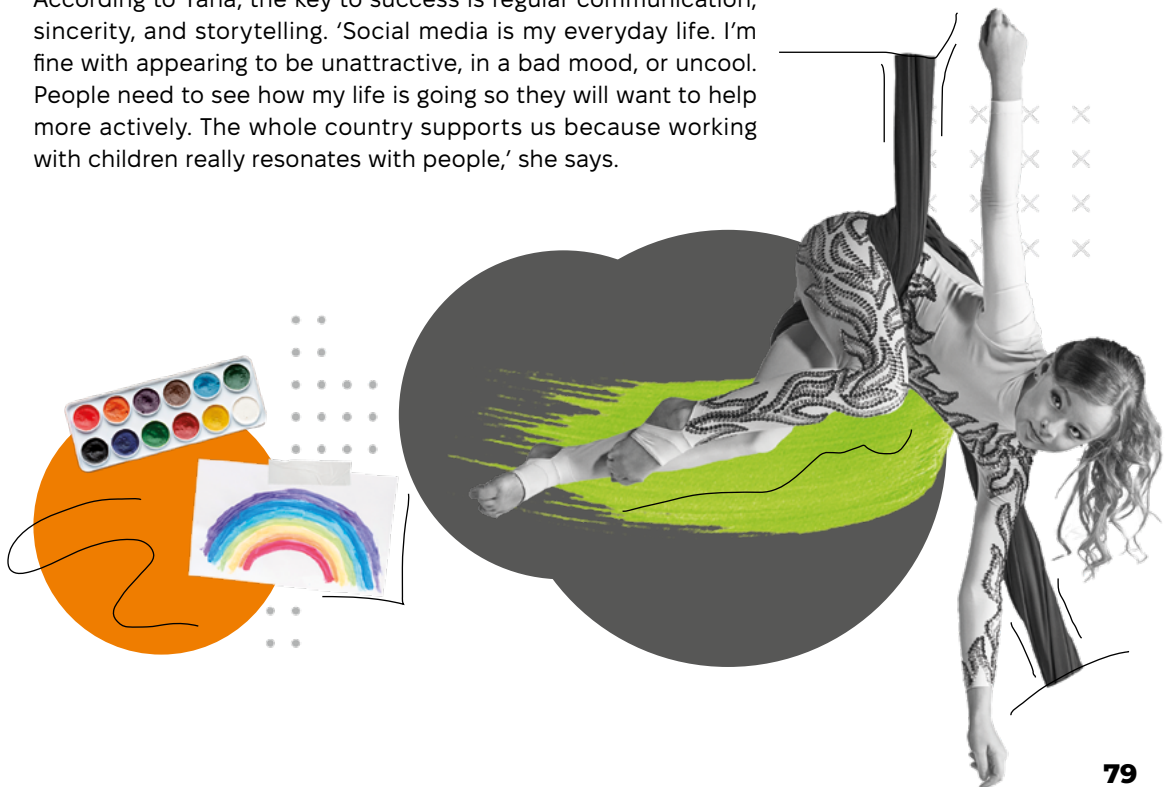
The organisation's events aim to raise funds, mainly for cars for the Armed Forces. Yana personally started volunteering from the first days of the full-scale war. She worked in a volunteer centre for IDPs (Internally Displaced Persons), helping them find accommodation, transport, medicines, etc. Later, she started organising her fundraisings.

Yana bought her first car for the Armed Forces of Ukraine at the end of 2022, raising the money for it in 2 weeks. However, the following fundraiser lasted five months, and she collected donations exclusively at her events. 'Sometimes, company managers would bring in 8-10 thousand hryvnias or organise workshops for 500 hryvnias. They collected money and gave it to us. In addition, many different people from abroad supported us, as well as local choreographers and even social media followers who had never seen me. We organised the next fundraiser with a soldier's wife, where we focused on the living faces of the heroes, and it worked. Funds can be raised, you just need to organise properly,' says Yana.

The team helps with the organisational issues of festivals and other events a lot—both active youth from the club and adult volunteers are involved. They take on specific tasks: greeting guests, collecting donations, selling tickets, or holding auctions.

According to Yana, the key to success is regular communication, sincerity, and storytelling. 'Social media is my everyday life. I'm fine with appearing to be unattractive, in a bad mood, or uncool. People need to see how my life is going so they will want to help more actively. The whole country supports us because working with children really resonates with people,' she says.

“Social media is my everyday life. I'm not ashamed to be unattractive, not in a good mood, or not cool. People need to see how my life is going so they will want to help more actively. The whole country supports us because working with children really resonates with people.”



THE POWER OF FOREIGN AMBASSADORS

The Power of Foreign Ambassadors: Hatiko UA Charity Fund

The Hatiko UA charitable foundation began helping the animals of Kramatorsk at the beginning of the full-scale invasion. When residents evacuated from the city, they often abandoned their pets, sometimes even while the animals were strapped to chains. Volunteers released and fed them and began installing feeders on the city streets.

Work in the frontline zone has its specifics. People who live there do not receive assistance as IDPs (Internally Displaced Persons), and there are few volunteers and organisations that help them. Therefore, the level of needs is exceptionally high.

One morning, volunteers came to open the Centre and saw the queue of dogs. 'The dogs were standing as if they were trained. They lined up not just nose to tail but kept at a distance as it was during COVID when we were socially distancing. They did not growl at each other but stood and waited in silence,' says Kateryna Onishchenko, co-founder of the Centre. The volunteers managed to film the scene.

Kateryna shared a photo with her friend in the United States. He became interested in the idea of such feeders and began to share this photo among his acquaintances in America. The photo reached the BBC and CNN. Then, it was published by Ukrainian media, and journalists began to call and ask about the project. Many TV channels came to Kramatorsk and filmed stories about the Centre's activities within a few hours after the video was published.

Thanks to such publicity, it was possible to start fundraising activities abroad. Most of the assistance was received from the United States because the volunteers already had an ambassador there. From the beginning, he was interested in photos with the Centre's pets and, therefore, began to raise funds and transfer them to the fund.

Later, journalists and organisations from other countries joined the fundraising. Disseminating information in the media played an important role because such photos evoked people's empathy and motivated them to join in helping animals. With the raised money, the Centre expanded its activities to three more regions, and installed feeders in the surrounding cities. Moreover, the team can afford to buy food for pets to this day.

Thanks to this case, receiving support for the psychological rehabilitation project for children who remained in the frontline zone soon

became possible. The Centre has introduced classes for children and teenagers living in Kramatorsk and surrounding communities. The Centre's team arranged holidays for children on St. Nicholas, bought gifts, started a Lego club and a pottery workshop.

Moreover, some shelter animals have found their homes. Lady Gaga's producer, John, adopted a dog, Olenka, from Kramatorsk. Hatiko UA arranged for her to receive the necessary vaccination documents and transported her to the United States. John constantly reports on Olenka's life and invites volunteers to Miami. Recently, he adopted another dog.

The Hatiko UA charitable foundation mainly raises money abroad because it understands that Ukraine's fundraising 'market' is already oversaturated. It tries to involve individuals abroad, such as ambassadors (for example, the abovementioned friend from the United States) who organize the fundraising. In turn, after a fundraiser, the fund always shares the results and reports on what donors' money was spent on. This helps establish a trusting relationship between the Foundation and donors.



Heroes' Backbone: Stories of Ukrainian Fundraising and Support

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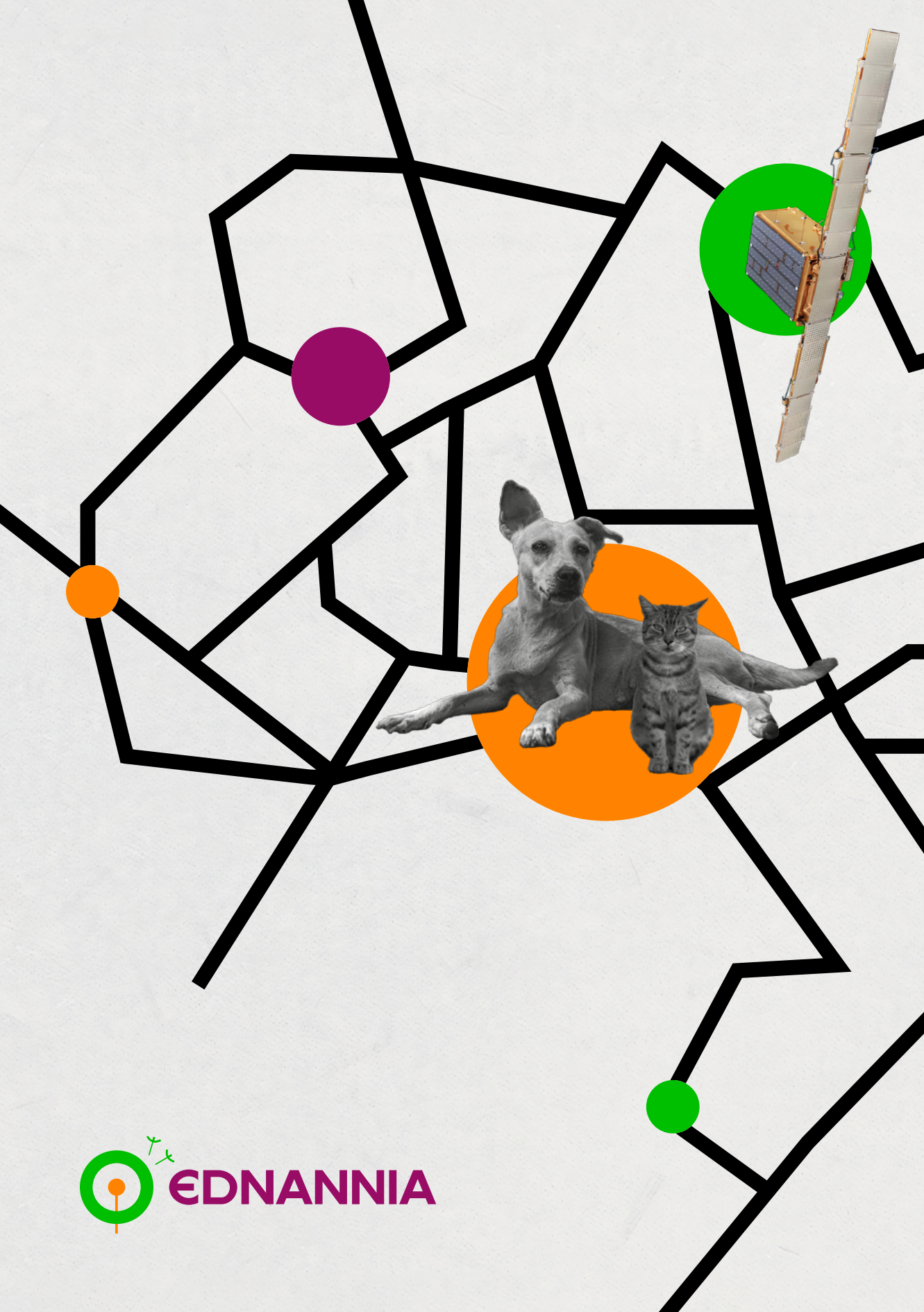
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