



LOCAL FUNDRAISING GUIDE

LESSONS AND CHALLENGES



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LOCAL FUNDRAISING GUIDE

LESSONS AND CHALLENGES | 2025



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Writing

Lucyvanda Moura

Image search and proof-reader

Marília Pinto

Illustrations and layout

Maria Moura and Lamartine Sampaio Neto

English translation

Cressida Evans

CESE is a non-profit civil society organization that works to promote, defend, and guarantee rights throughout the country. It is an ecumenical organization composed of six Christian churches: the Alliance of Baptists of Brazil, the Anglican Episcopal Church of Brazil, the Evangelical Church of Lutheran Confession in Brazil, the Independent Presbyterian Church of Brazil, the United Presbyterian Church of Brazil, and the National Conference of Bishops of Brazil (Roman Catholic Church). It was founded in 1973 to be an expression of ecumenical commitment to the defense of rights. This publication is part of the Change the Game Program, supported by the Dutch organization Wilde Ganzen.



GEOGRAPHICAL REACH:



With partners in **16 countries**, CtGA has delivered face-to-face courses in more than **30 countries worldwide**.

Countries reached: Brazil, Bangladesh, Benin, Bolivia, Burkina Faso, Cambodia, Colombia, Costa Rica, Cuba, Guatemala, Ethiopia, Ghana, India, Indonesia, Kenya, Mali, Mozambique, Nepal, Nigeria, Palestine, Paraguay, Peru, South Africa, Srilanka, Tanzania, Gambia, Uganda, Zambia, Zimbabwe, Sierra Leone



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PREFACE

Marcelo Iniarra*

The path to independence

When you read CESE's Guide to Local Fundraising, you walk along a fluid, harmonious and original path. On the one hand, this path returns to classic theoretical concepts, shaping and redefining them for its context of grassroots culture, based on local needs and resources. On the other, it contains genuinely brilliant, native elements all its own.

These two pathways come together in an ideological and practical line of thought that challenges the homogenization imposed on us by globalization, revealing the small revolution in every technique and example. This manual is a living thing, which - as in capoeira - moves in a ginga, that swaying motion that allows a capoeirista to shift smoothly from one position to another, maintaining a low, flexible stance.



The theory presented in the following pages flows creatively and follows the movements in society, adapting itself to changes in an accelerated world, absorbing what it needs, leaving the rest behind.

The techniques – events, income generation, virtual campaigns, support from individuals – combine to provide practical tools that allow everyone to act.

The cases contain many possible and relatable examples from organizations we identify with. More importantly, they inspire us to action and trigger a positive wish to say: **“We can do this too!”**

There is some very valuable content, simply and directly explained in the **TIPS TO ORGANIZE FUNDRAISING** which provides the basic steps for constructing a programme that can achieve its proposed objectives, in both an accessible and profound way.

The guide presents a series of trails that criss-cross and come together to form a collective pathway towards economic and intellectual independence. Transforming society always begins with small steps made by a determined group. This guide inspires just such a beginning.

Fundraising Educator, founder and leader of the international consultancy www.marceloiniarra.com and Director of Club de Fundraising, a Spanish Language digital community that connects professionals, volunteers and leaders of social change.





INTRODUCTION

For 52 years, the Ecumenical Coordination of Service (Coordenadoria Ecumênica de Serviço - CESE) has worked to fulfil its mission to strengthen social, ecumenical and inter-religious movements in their struggles for political, economic, social and environmental transformation, from a human rights perspective and for the integrity of the common home (taking care of the environment). In order to attain its mission, CESE works across five strategic strands: support to projects; training; dialogue and networking; ecumenism and inter-religious dialogue; communications; and management.

Since 2011, with support from the Dutch organization Wilde Ganzen, CESE has run

courses on how to rise local funds in order to help partner organizations understand how strategic fundraising activities can support the financial sustainability of their work.

At the end of these courses, CESE encourages the organizations to submit match funding proposals, through which the proponent is expected to raise half the amount required. Once this has been raised and verified, CESE donates an equal amount up to the maximum limit of the program.



Training addresses themes such as: financial sustainability, building relationships with possible funders, and communications and planning, specifically aimed at local fundraising.

In 2015, this training process was underpinned by the creation of the Change the Game Academy, an alliance of members from sixteen countries.



CESE is the alliance member in Brazil and runs courses for partner organizations. In addition to in-person training, are also conducted online courses with guidance from the CESE team. The Change the Game Academy also has a website, which provides free of charge courses on this topic and others important for civil society organizations, to complement the in-person ones.

This edition of the guide comes as the Change the Game Academy is celebrating its 10th anniversary. The first edition was published in 2015, since when we have seen changes in the funding landscape, triggering the emergence of new fundraising strategies born out of the creativity of organizations as they pursue financial sustainability.

When we say “guide”, we are not claiming to provide exhaustive information about how to raise funds locally, but simply to outline some of the forms of mobilizing that have been successful for the groups CESE supports through its match funding methodology, encouraging organizations to raise funds using a range of strategies, which are then recognized and valued by CESE doubling the amount.



CESE COLLECTION

We also present some tips and new ways to mobilize, applying the technological advances we have all accessed in recent years. We hope it provides pleasant and, above all, useful reading!



SUSTAINABILITY CHALLENGES FOR CSOS IN BRAZIL

When Civil Society Organizations (CSOs) and social and grassroots movements in Brazil first started working, they essentially relied on activists to do voluntary work. Later – and over the decades – many received funding from religious institutions and international cooperation agencies, aimed at combatting poverty, promoting development and constructing solidarity links between the global North and South.

However, from the end of the 1990s, with transformations taking place within developed countries, the international solidarity landscape also changed and Brazil was no longer seen as a priority. This intensified in the 2000s, with improvements to Brazilian social indicators, which led several international cooperation agencies to question the need to continue supporting the country with large-scale funding.

This presented a huge challenge for the sustainability of Brazilian organizations, which had to start seeking support from within the country, in a context in which the culture of giving in Brazilian society was heavily focused

on welfare and charity activities, with very little focus on emancipatory initiatives or those that defend rights in the broader political sense. At the same time, there were few opportunities to access public or corporate funding.

Social and grassroots movements and organizations began to face other challenges: how to communicate their causes and raise the profile of the social problems they address in order to sensitize society and gain support, how to create better fundraising strategies and become more proactive in this field.

Today, although sustainability remains a challenge, the social landscape is not the same as when the first guide was launched, 10 years ago.

On the one hand, grassroots pressure on more progressive governments has opened up some arenas to public funding, with one significant civil society victory being approval of the Law for the Regulatory Framework of Civil Society Organizations (Marco Regulatório das Organizações da Sociedade Civil - MROSC: Law 13019/2014), which was proposed by organized civil society.

Eleven years after its approval, CSOs do have greater access to public funding, through calls for proposals and other forms of partnership, but this law still lacks effective implementation in many Brazilian municipalities.



Regarding the private sector, the establishment of institutes and foundations connected to businesses has opened up possibilities for support in some areas and social sectors. This represents progress, but is also a challenge for the organizations and movements, since they need to hold on to their values and principles, which must not be sidelined because of the need for resources.

A more recent, and growing, phenomenon in Brazil, which could help to democratize civil society access to resources, is the creation of community funds – such as indigenous or quilombola funds. However, these have thematic, geographical or population-based restrictions, which prevent other sections of the population from accessing them.

“The Santa Luzia Neighborhood Association has been working in the Uruguay neighborhood on the Itapagipe peninsula (Salvador/BA) for 35 years, maintaining the Luiza Mahin Community School and a solidarity finance initiative: the Community Bank and Solidarity Revolving Fund. The Fund is maintained by the Neighborhood Association and works with solidarity microcredits for entrepreneurs in the community and a line of credit for consumption, using the UMOJA social currency that circulates in the community - among entrepreneurs and local businesses - and is a development strategy that keeps community resources within the territory”.

Carlos Eduardo



PERSONAL COLLECTION

Despite these alternatives, the organizations still have issues related to their capacity to access resources. One frequent complaint – particularly from grassroots organizations – is that they don't have staff trained in drafting projects or filling out the necessary forms for public or private grants.

This is a concrete challenge and further evidence of the fact that fundraising is not the exclusive task of one administrative or financial team, but rather the responsibility of the organization as a whole, since it demands multiple skills and talents that no one person or team could provide on their own.

As for international development cooperation, wars, the global advance of the extreme right and fundamentalism have led to new challenges with changes to policies to support the global South based on new geopolitical configurations. The local fundraising has become one important strategy in the search for sustainability, which represents both a challenge and an opportunity.

“Social investment is shorter, more demanding, and less available. Therefore, we need to think of sustainability as autonomy and strategic action, not just survival.”

Evandro Alves

Solidare Institute – Recife/PE



Brazilians are very creative and new strategies, new ways of raise funds and new resources in the field continue to emerge, with technological tools increasingly accessible to the general public, supporting the dissemination and visibility of causes and the wider search for funding.

Nevertheless, raising local funds continues to present a challenge to organizations and movements. To this end, they need to assess their position regarding the diversification of sources, involve more people from their teams and/or volunteers in the process and, in some cases, adapt their internal culture to incorporate innovations.

These include the identification of new sources allied to their aims, the construction of strategies and the definition of fundraising activities that take into account their objectives, their capacity to implement and communicate and their target audience.





CESE'S CONTRIBUTION TO THE SUSTAINABILITY OF ORGANIZATIONS AND MOVEMENTS:

THE MATCH FUNDING METHODOLOGY

The idea of a Match Funding programme grew from a partnership with organizations from the Netherlands - Wilde Ganzen, Net4Kids, Kidsrights and ICS (International Child Support); India - Smile; and South Africa - Soul City.

These institutions aimed to strengthen social organizations in their respective countries in order to fulfil their mission and, at the time, support the fulfilment of the Eight Millennium Goals.

Since 2007, in partnership with the Wilde Ganzen Foundation, CESE has worked with what is known as a “match funding” methodology. By encouraging the local fundraising, CESE has supported a number of groups, organizations and movements throughout Brazil to plan and implement fundraising activities. Although these do not ensure full sustainability, such initiatives can be great allies in its pursuit, since they guarantee unrestricted resources for any initiative the organization wants to develop

and constitute an essential element for political sustainability, since fundraising activities involve local and community engagement, which helps to establish and strengthen relationships with the local people within their area.

"Since its inception, CESE has sought to strengthen grassroots groups and movements—not only by supporting projects, but also through training processes — that contribute to the sustainability of these organizations."

Sônia Mota

Executive Director of CESE



Alongside this support to projects, CESE runs training courses in Local Fundraising in order to encourage groups to approach mobilization strategically, planning their fundraising activities. Throughout its 10-year partnership with the Wilde Ganzen Foundation, CESE has adapted course content and language so that the courses applying this methodology are attuned to both the Brazilian context and that of grassroots organizations.

CESE's view of this training is that it constitutes a significant institutional strategy for its alignment with grassroots struggles. The positive outcomes for organizations that have participated in the courses is evident in a number of statements, which confirm the view that the courses provide an opportunity for thematic exploration as well as to strengthen their daily work.

...FRAGILIZAR A LUTA

...Avelar
ção das
egras Rurais
(M)



CESE

...NITAS. E ISSO
...ARQUIV. enquanto não,
...gan gradualmente
...pencer outras
...penitências e outras
...realidades. Durante esses
...dias, suberam paredes as
...potencialidades.

DEVYANE FERREIRA
Ativadora Terceira Frente de Belo



CESE MISERECÓ

...MOBILIZAÇÃO DE
...CURSOS LOCAIS



...CURSO SOBRE MOBILIZAÇÃO DE
...PARA MOVIMENTO DE MULHERES

...Ação muito importante
...sensibilizar e por
...integrar na
...mobilização de recursos
...prescrições, ocupar espaços,
...espec. de BRL, de R
...convencimento e de trabalho
...como destaca Joice Siqueira
...intervenções à diversidade e à
...háem grupos de diferentes naturezas
...conhecimento que vai desde o espaço
...trabalho por experiências e
...desenvolvimento, participação e
...transformação do território e da
...comunidade.



CESE

...CURSO SOBRE MOBILIZAÇÃO DE
...PARA MOVIMENTO DE MULHERES

...“

A participação do Coletivo M
curso oferecido pela CESE pro
aprendizados e troca de exper
Aprimorar nossa percepção d
de recursos contribui para a
fortalecimento do movimento
asserando sua própria liderança



...CURSOS SOBRE MOBILIZAÇÃO DE RECURSOS LOCAIS PARA MOVIMENTO DE MULHERES

CESE

...“

Ter a oportunidade de estar
curso de Mobilização de Recursos
Locais nos dá a condição
perceber primeiro que já faz
lida e que é um espaço de
aprimorar, de melhorar, de
teóricas, compreendendo q
várias, além de fortalecer as
questões financeiras dos
grupos, nós vêm também com
uma forma de vitalidade.”

EDVÂNIA COSTA
Fórum Coletivo de Mulheres
Associação de Mulheres



CESE

...CURSO SOBRE MOBILIZAÇÃO DE RECURSOS
...PARA MOVIMENTO DE MULHERES DO NORDESTE

...“

É importante para as nossas organizações ter o
de curso mobilizar recursos para projetos na
comunicação, projetos e projetos, que fortale
colaboração entre a rede por represent
de mulheres em um espaço de par
cultura apresentando mais conteúdos
e fortalecimento de Fluxos Identitários e con
fortalecimento entre ações por meio de
forma de expressão e identidade.”

LÍDIA FERREIRA
Associação de Mulheres
Associação de Mulheres



CESE

...CURSO SOBRE MOBILIZAÇÃO DE RECURSOS
...LOCAIS

...de recursos
...a luta. Somos
...ntes de grupos
...diversos, africanos e
...Somos na
...proprietários por
...do autônomo,
...compartilharmos
...nosso território

CRISTINA
Associação de Mulheres
Associação de Mulheres



CESE

...CURSO VIRTUAL EM MOBILIZAÇÃO
...CURSOS PARA QUILOMBOLAS

...de mobilização
...nos locais e mais uma
...abilidade para termos mais
...ação dos nossos territórios
...fazer independentemente de terceiros
...conseguir executar nossas
...ações.

Luziane Katunga
Associação de Mulheres
Associação de Mulheres



CESE

...CURSO SOBRE MOBILIZAÇÃO DE RECURSOS LOCAIS

...“

A CESE se traduziu pra gente
essa oportunidade gigantesca
nos gente no interior desse
mercado de locais propoz
após a de como a gente
deve chegar pra se fortalecer
apostadoras pra se fortalecer a
nós e fortalecer a nossa luta
que é mobilização, é a luta das
matrizes africanas.”

CHRILENE BRITO
Associação das Mulheres
Associação de Mulheres



CESE

...CURSO SOBRE MOBILIZAÇÃO DE RECURSOS LOCAIS

...“

Essa curso está se
surgiu, o fortalecimento
de movimentos de mobilização
e fortalecimento de
e fortalecimento de
e fortalecimento de

TARVINE VALENT
Associação de Mulheres
Associação de Mulheres



CESE

...CURSO SOBRE MOBILIZAÇÃO DE RECURSOS LOCAIS

...“

É importante entender o
de comunicação e o fortalecimento do
de como construir a mobilização
recursos institucional e integrar
uma outra perspectiva do objeto
de projeto que se almeja, na
atuação por mulheres em coletivos, ações
trabalho comunitário com organizações e
intervenções em espaços locais. Durante esse
curso foram de que se almeja o fortalecimento
e fortalecimento de movimentos de mobilização
e fortalecimento de movimentos de mobilização
e fortalecimento de movimentos de mobilização

MARLENE BRUNO DE MATEUS
Associação de Mulheres
Associação de Mulheres



CESE

...CURSO SOBRE MOBILIZAÇÃO DE RECURSOS LOCAIS

...“

...pensar em como o próprio movimento
...pode contribuir, seja com rifas, doações
...de pequenos comércios.”



CESE

...CURSO SOBRE MOBILIZAÇÃO DE RECURSOS LOCAIS

...“

BELEM IPA

CESE

SOME EXAMPLES OF LOCAL FUNDRAISING ACTIVITIES

EVENTS

Hosting events is one of the most common fundraising strategies organizations use to raise funds for their causes. As well as providing financial resources, events generate visibility and support for the organizations running them and leave an important legacy, as we will see at the end of this section.

Artistic performances (shows, plays), gastronomic events (fairs, bake sales) or an afternoon of children's games are some examples of events that can generate income.



Keep an eye out for opportunities that could make use of the organization's own talents or involve local support, such as from artists who could provide a product that might be sold in various ways (an exhibition, a raffle, an auction, a bazaar) or even support from businesses, which could donate a product for a prize draw.

An excellent time to run mobilizing events is on special days: Saint John's Day, Christmas Day, Carnival, New Year, saints days, Mother's Day, Father's Day, Lover's Day etc. Some of these days foster a sense of solidarity and are therefore particularly favourable. The organization/movement could hold a party using typical features related to the day and charge an entrance fee, sell food and drinks, typical or institutional objects.



PHOTOS: CESE COLLECTION





PHOTOS: CESE COLLECTION



Private events can also generate resources to support organizations. Commemorative events, such as birthdays, weddings, graduation parties, baby showers or housewarming parties can all be great opportunities where the host can suggest a particular type of support (money, products to donate or even sell). Some are listed below:

INSTITUCIONAL

Launches, awards, coffee mornings, debates, conversation circles, conferences, meetings.

COMMUNITY

Bazaars, fairs, bingo games, charity dinners, bake sales, coffee mornings.

SPIRITUAL

Retreats, missions, ecumenical days, religious courses.

ACADEMIC

Inaugural classes, graduation ceremonies, lectures.

CULTURAL / ENTERTAINMENT

Festivals, shows, performances, concerts; fashion shows; camps.

SPORTING

Races, marches, games.

POLITICAL

Demonstrations, debates, protests.

EDUCATIONAL

Lectures, courses, conferences.

MALUNGU EXPERIENCE

MALUNGU is an umbrella organization of 200 quilombola associations in Pará. Its main objective is to defend the rights of quilombola communities. Every year, Malungu and one of its communities organizes the **Quilombola Identity Games**, a four-day sporting event.

Malungu helps to organize the event and financial support comes in the form of a registration fee from other communities. Malungu uses the amount raised to rent the venue and pay for food and drinks on consignment, which are then sold during the event. These funds support the annual project.



MALUNGU COLLECTION

Malungu also uses the event to draw the general public's attention to black quilombola cultural issues. The games attract publicity and Malungu uses the event to increase awareness of the issues the organization represents.



MOTHER ANDRESA BLACK WOMEN'S GROUP EXPERIENCE

The Mother Andresa Black Women's Group (Grupo de Mulheres Negras Mãe Andresa) is based in São Luís, the capital of Maranhão, and works to empower black women in the defence of their rights.

One of their frequent fundraising activities is a **Solidarity Sale**, which they hold in the city's squares, selling handicrafts made by the women. The funds are used for programme activities with their target group.



MOTHER ANDRESA COLLECTION



MUSIC AND HUMAN RIGHTS SHOW

To raise funds and raise its profile, CESE hosts a Music and Human Rights Show, with performances by recognized Brazilian musicians, in partnership with two Bahian orchestras. Five editions have taken place.



One of the highlights is the chance the show provides to publicize CESE's work and that of the groups the organization supports, so that the wider public can find out about – and possibly support – their causes.

These events also provide an opportunity to capture leads – contacts are then organized according to their profile and receive information about CESE based on their areas of interest.

Given CESE's size as a national organization, this initiative may seem far beyond the possibilities of many organizations. However, it is possible to plan something similar, in line with your organization's size, looking for

artists who are sensitive to a social cause they could support through discounted fees or even voluntary participation. It is also important for the organization to seek professional production support, since there are various steps to running such an event.



WHAT KIND OF EVENT COULD YOU HOLD TO RISE FUNDS?

Before you choose your event, the following questions need to be addressed:

- What are the aims of the event?
- What is its target audience?
- What resources and costs are required to run the event?
- What groups of donors could be approached to support it?
- How will the publicity be carried out (remember - communication needs planning)?
- How much do you expect to raise?



Once you have chosen the kind of event, you will need to do some specific planning. We suggest using a spreadsheet detailing the flow and duration of the event, costs, staff members involved and their responsibilities. Checklists are an important monitoring tool.

The checklist of actions/tasks required to organize events from pre- to post-production should contain the main actions that cannot be overlooked, even those that seem most basic or obvious, since, at the time of implementation, they may go unnoticed and compromise the final result.

Follow-up lists should be drawn up according to the nature of the activity and the profile of the organization. In addition to the tasks, it is essential to list the deadlines and the people responsible for each one.

Remember:
**You need to raise funds to run a
FUNDRAISING EVENT!**

The **revenue (income)** for fundraising events can come from campaigns/donations; projects; sponsorship; your own funds.

Expenditure on fundraising events is usually divided into:

ADVERTISING

boosting posts/banners/hoardings

PROGRAMME

training/attracting artists

TEAM

designer/security/press officer/food

VENUE

sound/seating/tables/awnings

FOOD/DRINKS

partner suppliers/staff to prepare

MISCELLANEOUS MATERIALS

tickets/wristbands/utensils

SOME TIPS FOR RUNNING EVENTS:

- Focus on publicity – invite family members, friends, neighbours;
- Charge an entrance fee if you can;
- Tell the audience about the event’s aims;
- Make a register of attendees so you can contact them later;
- Record the event (photos/videos) and use this to publicize future events;
- Thank the audience and anyone involved in organizing the event for their support;
- Focus on small events that require basic planning and implementation, where the risks are known and are easier to manage.

THINGS TO BE AWARE OF WHEN PLANNING A FUNDRAISING EVENT

- Check the calendar to avoid clashes with other activities (local or in the same city) which might compete with yours and have an impact on audience numbers;
- For open-air events, check the weather forecast;
- Check whether you need authorization from public bodies, obtain where necessary;
- Ensure security and accessibility issues are managed properly;
- Make a checklist of all your needs and any documentation required. It is essential to list all stages and activities, including administrative, structural and those related to the artists. These lists have to be constantly updated during preparation, implementation and following the event.
-

CESE COLLECTION

Don't forget to thank people after the event!





EVENT LEGACIES BEYOND RAISING FUNDS

- Training for staff
- Learning and applying new methodologies
- Purchasing materials and equipment
- Strengthening communications
- Aligning the public with the organization
- Raising the profile of activities in the community, territory or municipality

SUPPORT AND SPONSORSHIP

The organization can identify local companies or institutions interested in supporting a socially relevant activity. When they donate, small companies and institutions gain visibility, we call this a *win-win*: the organization receives something it needs and donors also gain, by having their image linked to a socially responsible initiative.

Company support or sponsorship can be really important for local fundraising activities. Companies can be great partners, providing space for activities, donating drinks, food, tables, chairs or utensils for events, or products for sale, auction or raffle. This kind of support can reduce the logistical or preparation costs.



Other forms of support from companies or institutions may come in the form of services: renovating a physical space; purchasing material or equipment, lending space etc. Local partners can also support organizations by advertising activities, providing space for posters or flyers.

When considering support from companies, there may be resistance from your organizations/movements or you may think it is far from your situation. However, you don't need to seek support from large companies. It's possible to obtain support from local companies or institutions within the community/area. These usually know something about your organization's work and may have an interest in being seen to offer socially responsible support by the beneficiary community – this is a win in terms of visibility and clientele.

Associations, clubs, unions and other civil society organizations can also provide support or sponsorship. Where there is no relationship between the organization and a possible supporter, preliminary work is required to present your activity.

TYPES OF SPONSORSHIP

Sponsorship through products

You can request sponsorship from local companies (bakeries, supermarkets, distributors, even banks) for products to use at an event. It is possible to obtain free of charge or low cost products. This reduces your production costs and provides greater return on anything you sell.

Cash sponsorship

It is possible to negotiate a cash donation from a company, which could either be unrestricted or connected to certain criteria.

Venue sponsorship

The company or institution could provide a space, either free of charge or with a substantial discount for your event. Depending on the sponsor's economic activity, they might want to retain certain services in return for supporting the event, such as running the bar or doing the cooking at a party.

Sponsorship of services

You can obtain sponsorship for the provision of services required for an event, such as asking a local graphic designer to print posters or bingo cards; or asking a local business to provide space to advertise your activity.

THINGS TO BE AWARE OF WHEN SEEKING SUPPORT AND/OR SPONSORSHIP

When choosing a company as a support/sponsor, make sure that their activity is consistent with your organization's principles; and is based on the principles of corporate social responsibility, without social or environmental liabilities.

It is important not to assume an inferior position - see the request as an opportunity for partnership in which both parties have something to gain.

Regardless of the type of donor - individual or company - some return is always expected, in terms of advertising or personal satisfaction. This should be presented in the initial conversation.

With both new and existing sources of support - companies, associations, other organizations - it's important to outline what the intention is, what types of support the organization/movement requires (be explicit

in your request), demonstrate existing results (where appropriate) and provide clear channels for future communication.

There are many reasons to donate. For companies these reasons range from expectations of increased revenue and brand awareness to the establishment or maintenance of good relationships with the community or territory.

For individuals, the reasons are also diverse: political identification, solidarity with causes, feelings of compassion.

Regardless of the donor's profile, it is important to keep these reasons in mind when proposing and negotiating sponsorship or support.

INCOME GENERATION

Social organizations often **sell products** to raise funds. Many organizations receive products from individuals and/or companies and sell them in bazaars, raffles and auctions, for example.

The practices of organizations within the grassroots and solidarity economy are already intrinsically linked to income generation activities, but organizations outside this profile sometimes have difficulties with this modality, particularly with regard to pricing.





PHOTOS: CESE COLLECTION



Another problem for some organizations is that commercialization, by its very nature, must be handled with a great deal of caution in order to avoid fiscal and tax issues. The first point of note is that the sale of products must be provided for within the organization's constitution - clearly set out as a means to raise funds rather than as the organization's core activity.

Two other important aspects are: funds must be invested in the organization's activities and the organization must comply with all tax requirements, that is, it must raise invoices and pay any relevant taxes.

Some examples of products worth selling are:

products that promote the institution

T-shirts, mugs, pens, keychains etc. There are countless items that can display your cause, increase visibility and raise funds.

Success is relative and depends on utility and quality.

The organization needs to make a realistic forecast of its ability to sell, calculating how much to produce and avoiding stockpiling, which represents a loss and is frustrating.

handicrafts produced by the organization or by individuals within it

Skills in this area could be identified and products sold, with the proceeds returning to the organization.



products received as donations or purchased for resale

Items that might sell well and generate revenue for the organization.

Products can be sold occasionally or continuously. Some organizations connect the sale of products with events (bake sales, parties etc.), others opt to maintain a permanent space for sales, in which case it's important to consider the organization's capacity for storing the products it sells, taking account of hygiene requirements when dealing with perishable goods.



CESE COLLECTION

Selling products can be a good way to raise funds and has some advantages: it allows the organization to raise unrestricted funds, that is, the money can be used for anything the organization needs - to pay for expenses, project costs, activities, renovations or maintenance, as well as promoting visibility and attracting people who could become supporters.



NGO BUMBÁ EXPERIENCE

Bumbá is an NGO working in professional arts and culture training for young people in a community in Salvador's periphery.

One of the ways Bumbá raises funds is by selling products such as personalized mugs related to its project themes.

They sell the mugs at events and activities and on the Maria das Cabras Cultural Trail, a guided tour through the Pituacu Metropolitan Park (Salvador), where, as well as t-shirts, they also sell drinks, and offer a traditional bean stew and music at the end of the trail.

They also organize a charity bazaar (on the road in front of the institution or during other activities), selling clothes donated by shops and individuals.



BUMBÁ COLLECTION

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Participating in CESE's Local Fundraising Courses was a watershed moment in the construction of methodologies to mobilize, something that has been discussed in the institution for almost 17 years.

Several lessons were learnt, which have been incorporated into the institution's daily work:

Evaluation to improvements to fundraising activities.

Strengthening partnerships with other institutions, mapping potential supporters (local businesses).

Strengthening the institution's relationships with the community and within the area.

Involving the families of the young people and children we work with, who now recognize themselves as mobilizers and have taken on the responsibility as part of their approach to the work.

Involving families in donating supplies and raw materials to produce food for sale (cake and bean stew festivals).

Another impact was recognition of the need to rethink how we communicate about ourselves (to whom, in what way, by what means).

Roberto dos Santos

Bumbá NGO, Salvador/BA.



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PERSONAL COLLECTION

The ACOPAMEC team has outlined several **lessons learnt** regarding its fundraising activities:

Recognition by the community that local resources (financial, human, material and symbolic) are essential for sustainability; greater involvement of families, leaders and local partners, creating a sense of belonging.

Building trust and transparency: clarity in accounting has increased credibility with the community and partners; transparency strengthens trust and opens room up for new partnerships.

Diversification of sources: local contributions, partnerships with companies, community events and government support all increase sustainability.

Strengthening partnerships: the activities have helped to identify potential allies within the community (small businesses, churches, associations, volunteers); working in a network has greater impact.

A culture of giving and solidarity: campaigns encourage a mentality of co-responsibility: everyone can contribute, with money, time, services or materials. Added together, small contributions generate big results.

Internal capacity: the team has learnt new strategies for communicating, negotiating and raising awareness within the community; they have developed skills in managing resources and planning campaigns.

Institutional visibility: local fundraising has raised ACOPAMEC's profile in the area; strengthening the institution's image has generated greater public recognition and opened doors to external partners.

Long-term sustainability: the experience has demonstrated that raising local funds is an ongoing, rather than a one-off, strategy; they have learnt that maintaining links and cultivating relationships is as important as mobilizing short-term resources.



ACOPAMEC COLLECTION

TIPS FOR ORGANIZING SALES

When producing pieces to sell, make sure to run a **product feasibility study**, in other words, identify the costs of materials and production (including the use of machines, electricity, water etc., and work time) in order to set a fair price that is both compatible with product quality and will provide a return to the organization.

Use a **sorting process for donated products** to identify the quality of the pieces, which are worth selling and whether repairs are required. Avoid putting products up for sale that are dirty, stained, ripped or have other defects;

Selling products can be combined with events. Example: including a bazaar, bingo game, or the sale of food or drink in a programme for recurring events.

Renting out space is another good strategy to rise funds

Organizations that have their own space can make better use of it by renting it out for events or other ongoing operations. In the case of ongoing rental, you need to assess the alignment between what your organization does and what the potential tenant does, since they will share your space.

A contract also needs to be drawn up, detailing the division of expenses such as maintenance (or including this within the rent).

Selling services is another important way to generate funds

Potential services include a range of things – from practical tasks such as painting, repairs, sewing etc. – to specialized knowledge, such as lectures and courses.

In both cases, organizations need to identify what they can offer and whether there is sufficient demand, while also establishing pricing criteria or exchange systems that meet the organization's needs.

ONLINE CAMPAIGNS

In 2015, with the first edition of this guide, the organizations were experimenting with online crowdfunding.

The first such platform emerged in 2009 and many organizations were using this tool to raise funds from the general public.





PUBLICITY MATERIAL SUPPORTED GROUP

These platforms continue to exist and are frequently used, however with the advent of pix in Brazil (money transfer and instant electronic payment method offered by the Central Bank of Brazil) and the mass use of instant messaging apps, a new form of fundraising is now more common, one which is digital, low cost in terms of logistics and provides immediate returns.

Today, requests through what are known as Solidarity PIX campaigns have become very common. Organizations publicize via WhatsApp, providing bank details for the transfer of funds.

STEVE BIKO CULTURAL INSTITUTE EXPERIENCE

The Steve Biko Cultural Institute's strategy to raise funds for a particular project and obtain support from CESE was to run a **Solidarity PIX campaign**. The organization used intelligent language in cards posted on their social media to encourage donations: informing donors that every single Brazilian Real raised would be matched by CESE.

Although solidarity PIX has become popular in Brazil, here we highlight the **creativity shown in associating the organization's efforts with the prospect of support from CESE**, a well-known organization, which helped to increase financial returns.

"The fundraising strategy we used provided some institutional learning. We raised the profile of the institute's image with the general public in order to raise funds and support for this initiative.

This activity with CESE strengthened our learning about the need to get ourselves out in front of the public, tell the institute's story, talk about the possibilities of our projects with the prospect of financial support from a wider audience.

On the other hand, it did pose challenges. We are in a city where the majority are poor or on low incomes, without a developed culture of giving, which creates an additional challenge for campaigns of this nature."

Lázaro Cunha
Steve Biko Cultural Institute



PERSONAL COLLECTION

RECIFE COALITION OF STRUGGLE EXPERIENCE

The Recife Coalition of Struggle (Articulação Recife de Luta) brings together grassroots organizations and movements from the city of Recife, in Pernambuco, so they can actively participate in the democratic administration of the city.

As well as putting pressure on the city's municipal authorities to engage the population in drafting public policies, the coalition also plays a role in running activities with periphery communities to highlight the importance of this process.

One of the coalition's fundraising activities was an **online auction of works of art and photographs**, partially or entirely donated by local artists for the "*If you're hungry, you're in a hurry*" campaign.



PUBLICITY MATERIAL
RECIFE COALITION OF STRUGGLE



The funds were used to purchase staple food parcels for families in Recife during the pandemic. The group ran the auction via WhatsApp and the coalition raised BRL 28 thousand.

SUPPORT FROM INDIVIDUALS

Individuals are one of the best sources of all kinds of resources. As well as individual support, people may use their networks to activate other forms of support.

Individuals may support the production of events, raising small amounts to cover the costs of fundraising, or donating products or services.

Some will run voluntary activities, such as small bazaars, selling snacks, requesting donations from friends and relatives at private parties and so forth, as a way of supporting the organizations and movements they work with.

CESE MATERIAL CAMPAIGN WITH INDIVIDUALS

Día de Doar

de a az Dignidade

ESCRIVENDO UM MUNDO MAIS JUSTO PARA TODAS AS PESSOAS

Voluntariamente com o Programa de Pequenos Projetos da CESE.

Doar agora!

Conheça como o Programa de Pequenos Projetos fortalece a **DIGNIDADE** das populações vulnerabilizadas.

Oportunidade

A CESE representa uma ótima **OPORTUNIDADE** de apoio a causas sociais no Brasil!

Amor ao próximo Resistência

A CESE acredita na solidariedade como meio de construir uma sociedade **MAIS JUSTA E MAIS AMOROSA**.

Doar para a CESE e ajude a alimentar a **RESISTÊNCIA** de quem segue acreditando e tendo fé na vida.

de a az Autonomia 

Patrícia Sampaio
Centro de Ação Cultural (PB)

66

O apoio da CESE foi de suma importância, na medida em que contribuiu para empoderamento das mulheres agricultoras de nosso território, o





The main reasons that individuals donate are political, humanitarian and/or religious ideals and solidarity with social causes.

As with companies, individuals also expect some return. This may not be visibility, since many people prefer to donate anonymously, but they do expect thanks.

Always thank people for their support and identify whether there are symbolic ways to “reward” them that express the organization’s recognition of their efforts. It is also important to build relationships with people to encourage them to donate frequently.



ALTERNATIVE CULTURAL CENTRE EXPERIENCE

The Jesuits of Brazil's Alternative Cultural Centre (Centro Alternativo de Cultura: CAC) in Belém, Pará, is a social centre for socio-environmental justice that works with vulnerable people, particularly children. Periodically, it runs a Play is Urgent meeting, a programme of socio-educational and training activities using culture and play to reclaim play as a right for children and adolescents.

Its activities are based on building autonomy and leadership in this target group, enabling the exchange of knowledge and intercultural, inter-ethnic and inter-faith co-existence.



PUBLICITY MATERIAL CAC

In order to raise funds for this activity, CAC held **bingo games and a campaign** to raise awareness to obtain donations from individuals, in this case the faithful from a local church.

“Once our Play is Urgent project was approved, we put in practice what we had learned on the Local Fundraising Course through a campaign to raise funds from individuals, principally at the Nossa Senhora Chapel of Lourdes and on social media.

We produced publicity posters and cards to send personally to our network of volunteers, friends and acquaintances; shared them on our social media, and obtained funding from CESE too, through match funding. CAC had not previously been a partner of this national institution, but we successfully achieved our target to run these activities.

*We learnt that **varying the ways you raise funds** is extremely important for sustaining work and activities, and we would like to thank CESE for its encouragement and donation.”*

Suelem Velasco
CAC Project Analyst



ZONA DA MATA CENTRE FOR ALTERNATIVE TECHNOLOGIES EXPERIENCE

The Zona da Mata Centre for Alternative Technologies (Centro de Tecnologias Alternativas da Zona da Mata: CTA-ZM) aims to expand agroecology knowledge and practice with family farmers and rural workers, as well as to construct and promote access to family-farming appropriate public policies.

Representatives of the organization participated in CESE's Local Fundraising Course and **auctioned** a product made by a member of their team.

“One important lesson was that even **unassuming things**, such as raffles, prize draws, small items, can collectively raise significant resources, particularly for small projects.

We learnt about several tools on the course (such as planning, dialogue to raise awareness with funders) and the contact with a range of experiences. Some very large like CESE itself, with its show – helped us to understand that the entire organization must be involved.”



Márcia Yoshie
CTA-ZM team member

PERSONAL COLLECTION



TIPS FOR ORGANIZING FUNDRAISING

Whatever the kind of fundraising the organization chooses to undertake, certain steps need to be taken so that these strategies provide the expected result.

Identify a work team

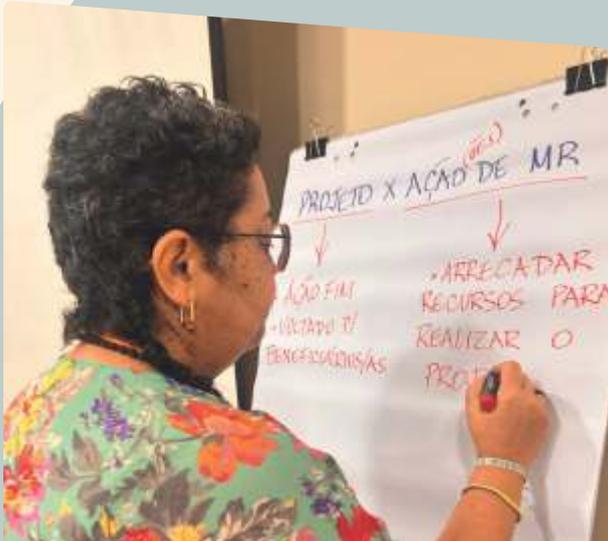
Organizing fundraising means involving people, engaging them in the organization's cause.

This task should be undertaken by the whole team, but it is good to have a group directly **responsible for coordinating the implementation of the fundraising plan.** These people need to believe that it is possible to mobilize and should know the institution's work well.



Draw up a strategic fundraising plan and fundraising action plans

It is essential to have well-planned activities and to draw up an overall plan based on the organization/movement's strategic vision and ability to mobilize. The main steps for this are:



Setting fundraising goals and targets

You should identify the organization's needs and work out whether the resources required are financial or not. These needs will help you to identify a fundraising goal.

The organization/movement also needs to honestly identify its ability to carry out fundraising activities. This means knowing strong points and weak ones, identifying how far you are able to go and whether you need extra support.

Work out “how” to achieve your target

Once the fundraising goals and targets have been decided, you need to define the duration of the activity – short or long-term – and its type. It’s possible to combine two kinds of events: a year-long activity with a grand final day, for example.

There are various types of activity: raffles, selling products, talks, a cultural or gastronomic event, etc. Once you know the type of activity, you should identify **what you will need to carry it out.**

Divide tasks up within the team

A good division of tasks should be based on true availability and the abilities of those involved, using fair and transparent criteria that value everyone’s contributions.



Identify the cost of activities or events

This is often overlooked, but every activity will require some investment of time and money.

Depending on its type, minimal structure may be required, such as: good amenities, decoration, equipment, food, drinks and other items. You will need to make a budget for these costs and obtain the necessary human and financial support.



CESE COLLECTION

Define modes of communication and how to publicize the fundraising activities

Publicity is very important, particularly for events. As mentioned before, raising funds begins with building relationships and this is based on communications between the parties: about the cause, the objectives, the results and any returns for supporters.

There are various ways to publicize activities which involve defining the purpose of any communications and the target audience. In terms of purpose, we note that any communications/publicity related to fundraising are not the same as institutional communications, since the former must contain certain essential elements, such as **an explicit request, how to support and contact details.**

A range of channels and materials can be used – both physical and online – it's important for the organization/movement to know the most appropriate ones for their target audience.

Record the process

Recording activities or the broader implementation of the fundraising plan is essential for monitoring and evaluation purposes, to construct reports and provide accounts to supporters. This does not require sophisticated techniques but can apply the techniques the organization uses for its daily activities.

Another important record comes from those involved: volunteers, supporting companies and institutions, and those who participate in the activities, in order to facilitate contact for future events or activities, to thank those involved and inform them of how the fundraising efforts and money invested are applied.

Creating a database, separating target audiences, identifying their characteristics and interests, makes it easier to send relevant information to people, which helps them feel closer to the organization/movement.





CESE COLLECTION

EVALUATE THE PROCESS

This is an essential stage in raising funds, since, according to the evaluation, adjustments and new choices can be made. **Some important questions to ask as part of an evaluation are:** Did everything go according to plan? Were the activities successful? Did enough people get involved? How was the publicity? How much money was raised? How much money was spent (was this in line with your forecast)? What would you do differently next time?

It's worth remembering that evaluation is not intended to blame people for errors, but rather to identify lessons learnt and celebrate what went well. After the evaluation, the results should be shared and everyone involved (workers, volunteers, supporters) should be thanked.

REFLECTIONS BASED ON EXPERIENCES SUPPORTED BY CESE

In 2014, an external evaluation of CESE's match funding methodology was conducted where supported groups were asked to outline their weaknesses before finding out more about the methodology. These included: dependency on overseas resources or support from only a few national sources, leading to instability and insecurity in relation to the continuity of work; an absence of fundraising

plans to structure activities in a more strategic way (and no one-off activities); a lack of experience in raising funds; a lack of people who could dedicate time to this task; and a lack of knowledge about their organization's potential to raise funds.



By accepting the match funding challenge, the organizations involved in the evaluation reported changes in their views and/or attitudes about this aspect of organizational life. They described changes to certain internal and external features.

Internal learning included new ways of seeing/thinking about the possibilities of financial support; understanding that resources are not only financial, but also material, personal etc.; understanding the need to incorporate fundraising plans into daily activities; greater involvement in fundraising by those inside the organization; interest and participation in training processes and/or events in the topic of local fundraising.

Some organizations reported having had the opportunity to construct fundraising strategies based on the match funding and training. Others said that they had made good use of the learning, updating their strategies.

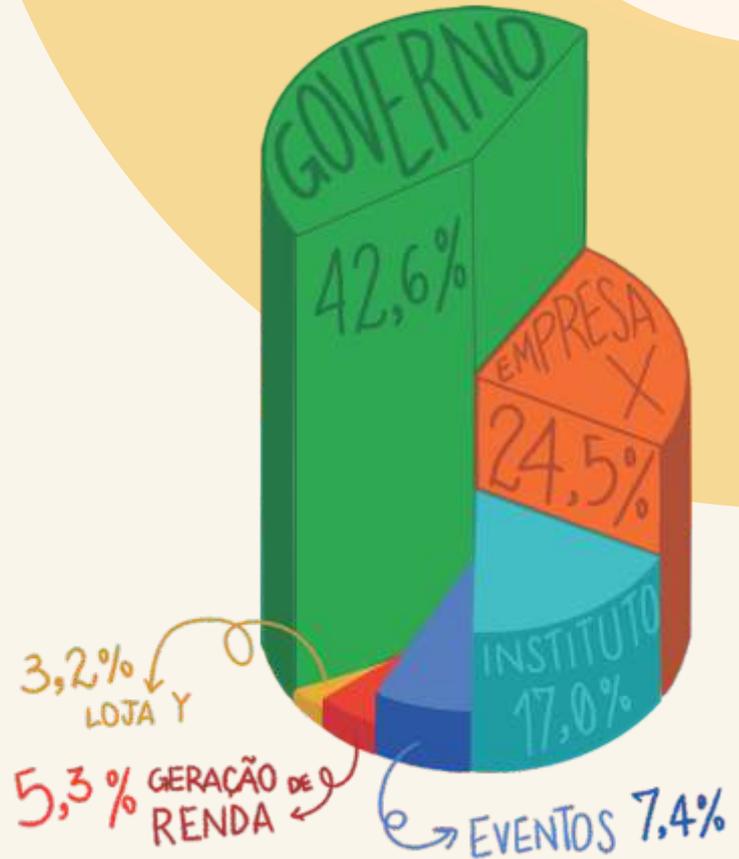
The evaluation also revealed that – from an **external** point of view – some organizations said they had moved out of their comfort zones and begun to seek greater involvement from the community or local people through fundraising activities, and that this had had positive repercussions, such as: greater visibility for the organization/movement and increased institutional support and credibility.

SOME LESSONS LEARNT

A lot of progress was identified, but some challenges were also noted, which are worth consideration.

The need and importance of diversifying funding sources

To this end, organizations must research the sources most suited to their profile, values and causes, remaining true to their mission and seeking to identify similarities through dialogue when building partnerships.



Planning is essential for the organization to raise funds strategically

When we talk about planning, we're talking about the structure of fundraising based on stages, within a framework, taking account of the availability of the team and of resources. It is no exaggeration to say that fundraising requires its own planning, which runs in parallel to the institution's overall plan, and it is also no exaggeration to say that each fundraising action should have its own specific plan.

This form of organization will ensure better quality in your fundraising intervention, remembering that this task is not undertaken by a few people or even a single team but by the entire organization.



PHOTOS: CESE COLLECTION





PUBLICITY MATERIAL CAC

Involve the community in which the organization is based (and the beneficiary audience) in activities so that the work is recognized and valued

To this end, it is not enough to advertise initiatives. Relationships of trust need to be constructed, opening doors to the community, seeking to establish partnerships with community leaders, schools, business people and local artists, with a view to creating a network.

It is important to view the community as a partner and, wherever possible, involve local people in organizing activities and defining how the resources raised will be applied. Involving young people and making use of their innovative ideas is always a win for organizations and movements.

Fundraising means building relationships

It is essential to raise awareness, establish transparent and trusting relationships, and provide regular information about the use of resources and the results achieved, remembering to value people's support and to thank them.

Create a network to enhance results

This may be one of the main challenges, since the notion of competition for resources persists. In programmes and for policies,

organizations and movements have vast experience in operating through networks, but the same cannot be said for fundraising.

However, some grant funding encourages network proposals (which have a number of proponent organizations) and it is possible to run joint fundraising activities, such as events, sales etc.

When fundraising in a network, good dialogue and, above all, transparency regarding the expected results and each party's roles are essential.



(NEW) CHALLENGES IN FUNDRAISING

The socio-political landscape goes through continual transformations and it is important for social movements and organizations to monitor this in order to adapt their work to new contexts.

Looking back at CESE's 2015 guide, these changes are clearly evident, not only in the socio-political landscape but, and most of all, in terms of technology.

At the time, for example, we talked about publicity via radio and print materials, while very little was said about the internet as an accessible tool. Today, there are very few social movements and organizations that do not use social media as a communications instrument.



Today, smartphones are accessible to a large proportion of the population and messaging apps and social media are used by the majority, which means that there is a large audience to be won over to the causes of organizations and social movements.

Despite this, structuring communications to raise funds remains a challenge, because communications requesting political and social support are so diverse.

Defining your target audience and drafting specific messages in appropriate language to that audience is an important task and requires dedication.



CESE COLLECTION



Ongoing updating, in line with technological advances, is essential for your organization to get the most out of the available tools.

One challenge which is not new, but always evolving, is the criminalization of organized civil society, which may be an obstacle when attempting to fundraising.

Because they don't know much about grassroots organizations and movements, the general public tends to hold a mistaken and prejudiced view of them, which may restrict the possibilities of obtaining, particularly, financial support.

On the other hand, from the point of view of the State, many grassroots movements are criminalized because of their defence of rights and further threatened by strict laws related to fiscal and tax issues. It is essential for organizations to be aware of such risks and to ensure their legal compliance in relation, for example, to the sale of products.

In this sense, the various spaces on the internet are essential to ensuring the sector becomes better known, allowing results to be publicized, particularly in relation to the capacity to manage resources.

Finally, one ongoing challenge is maintaining the organization's autonomy when prospecting for sources and negotiating support.

The search for resources needs to be based on the values the organization defends, it is therefore essential to research the principles and values of institutions and companies when seeking their support.

This demonstrates the political dimension of fundraising and the need to understand that it is more than a merely instrumental, short-term activity.



