



OPEN FUN FOOTBALL SCHOOLS



**BE ACTIVE
BE HAPPY**

FUNDRAISING MANUAL



Photo: Kenneth Havgard

CCPA (Cross Cultures Project Association) is a humanitarian organisation that has specialized in using children's football and our Open Fun Football School programme as tool

- Foster fellowship & sports cooperation between children and adults living in post conflict communities;
- Building community – i.e. formation of community sport clubs and youth associations that are characterized by keywords as voluntarism, equality, parents involvement, bottom-up civil society and the basic principle of 'Sport-for-All'
- Promoting gender equality – i.e. promote female participation on all levels in the world of football, e.g. players, coaches and leaders
- Facilitating Cross-sector Juvenile Crime Prevention (SSP) – i.e. the formation of a cross sector crime prevention network (School+Sport+Police) in local communities.

INTRODUCTION

This manual presents the general guidelines that Cross Cultures has decided to use for fundraising work. The guidelines include both actual fundraising tools, how to approach a potential donor, how to engage in negotiations, how to set up a meeting etc. and also describe the fundamental principals of our funding such as ethic considerations.

In this light, I hope you will find this manual a useful tool in your efforts of designing a winning strategy for your organization.



*Anders Levinsen
Founder & CEO
Cross Cultures
August 2015*

PROFESSIONAL FUNDRAISING

Professional fundraising is about:

- Developing relations
- Nursing relations

Accordingly the red line in CCPA's fundraising work is to cherish and associate with existing relations, foster new ones, making the relationships grow and be long-lasting. This we are doing by being honest, transparent and clear. In our relationships it is important that we have a good and ongoing dialogue with our partners/sponsors. This dialogue is important because it makes it possible for us to clarify our aims and issues and to be transparent with what we expect from the relationship.

Partnership

One key-word that CCPA is using is the word "partnership". We must perceive our sponsors and donors as partners, treating them and working with them as such. Considering sponsors and donors as partners will make the relationship more equal and therefore more fruitful. As partners our sponsors and donors will be more engaged in the project and will put more effort and interest into the project. When our partners put in more effort and interest into the project it is easier for all of us to work together in the same direction and thus easier to get results and success and

reach our goals. With the increased amount of effort and interest there will also be an increased amount of demands and this is important and positive for us and will force us to qualify, develop and expand our work.

Story-telling

Another important key-issue in our fundraising concept is "story-telling". The issue is to tell the story of our project and define the story that our project can help the partner to tell. We must consider what story the donor may tell through our name and activities and how our donor can use us for telling the story? When we discuss partnership and funding with companies and organisations, we must be able to present a story with which the partner can identify and use in the profiling of the company. The ability to tell/sell stories is one of our most effective weapons in our work with fundraising.



Defining “Sponsorship”

Cross Cultures defines “sponsorship” as:

“Any communication by which a sponsor contractually provides financing or other support in order to establish a positive association between the sponsor’s image, identity, brands, products or services and a sponsored event, activity, organization or individual.”

When working with sponsorships and fundraising it is important also to understand how companies function and the process they go through when deciding on an actual sponsorship. This could be important for us to know when we prepare to work with a given specific company.

What is a sponsorship process – From a company perspective:

- Why and who (Definition of objectives, budget and target audience)
- What (Research sponsorship property)
- Select (Agree on benefits and consider potential opportunities)
- Deliverables (Contract with rights holder)
- Activate (Develop leveraging campaign)
- Control (Manage the sponsorship programme)
- Evaluate and adjust for future development



Corporate Social Responsibility

As a humanitarian organisation Cross Cultures is not a traditional rights holder, who may sell property to sponsors, Cross Cultures is in the line of "Corporate Social Responsibility" (CSR).

Corporate Social Responsibility is defined as:

"Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large"

Source: The World Business Council for Sustainable Development in its publication "Making Good Business Sense" by Lord Holme and Richard Watts.

Compared to traditional sponsorships Corporate Social Responsibility can be characterized by:

- Increased giving
- Increased reporting
- Establishment of a corporate social norm to do good
- A shift from obligation to strategy
- Supporting corporate objectives

WHAT'S IN IT FOR ME?

OR WHAT CAN CCPA OFFER OUR DONORS/SPONSORPARTNERS?

When you are in a negotiation it is important that you can tell the opposite part what they will win from being partners with CCPA. Each and every partner have different reasons for becoming partners with us. This we have to take into consideration when we do our story-telling. Thus when presenting CCPA and what we can offer remember to adjust and target your story to the specific sponsorpartner. The point of departure could be:

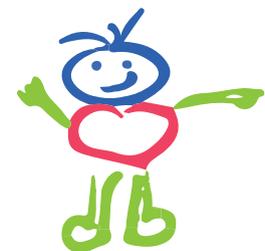
- A more positive image through connection to Cross Cultures and the values that the organisation represents
- A partnership in a project which has documented results and created a real difference in life for thousands of children and adults.
- Internal motivation of employees

Your partners also have various expectations to what you can give them and it is important that you know of and have agreed on these expectations. One company may expect to have one thing and another company wants something else. However we might set up some general expectations:

- Regular information on activities
- Participation in events
- Visibility at Open Fun Football Schools
- PR & communication

When companies work with sponsorships they have different goals and motives. That is each partner, company or organisation has its own reason for entering into a sponsorship or donor contract. Sponsorships are often a part of the companies marketing strategy and for us it is important to know the reasons behind the sponsorship/marketing strategy. Some sponsor objectives could be:

- Increased sales and market share
- Strengthened Brand positioning
- Enhanced corporate image
- Increased ability to attract, motivate, and retain employees
- Increased appeal to investors and financial analysts



CONSTRUCTIVE NEGOTIATIONS



We use the term “constructive negotiations” when describing our approach to developing and nursing relations with our partners. In constructive negotiations you must focus on the process and:

- Create a professional process – be “the negotiator”
- Acknowledge all parties – all parties in the process are equal with equal rights
- Examine all possibilities of a good bargain – the result must be “good” not “sufficient” but really good for all parties. “Good” means that you have made the most of the negotiations and have come up with a result which all parties appreciate and which lasts, “The create and share process”.

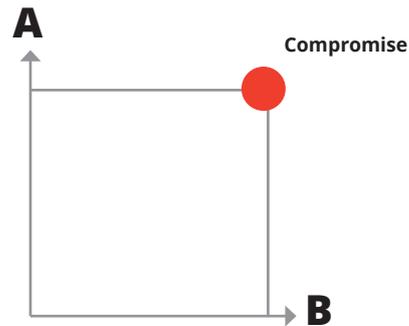
The create and share process

Dealing with constructive negotiations we work with a “Create and share process”, where you and your partners together search for a solution with advantages for both. If everything goes right, there will be two sides which are pleased and satisfied with the deal. The model is built on that both sides of the negotiation are open and honest towards the other part and by this earn respect and create a mutual objective. This will hopefully lead to that both sides are going to help each other to make the most out of the deal.

Do not ask “What can we do for you?” or “What can you do for us?”

Ask “What can we do for each other?”

“The create and share process” in which both sides maximise their objective



The opposite of “the create and share process” is “the give and take process”. In this process there is always one winner and one loser. In a negotiation which goes in this way the best negotiator will get the most out of the deal. This is not constructive negotiations and is therefore not a model Cross Cultures wishes to use when negotiating.



BUILDING THE RELATION

DESIGN YOUR MESSAGE CLEARLY

THE

DAY-TO-DAY

- Be visible to your partner (building relations)
- Create an ongoing dialogue with your partner
- Provide information of interest and relevance to the partner
- Show examples of issues to be negotiated and provide workable solutions used elsewhere
- Join in frequent informal meetings
- Keep informed about the condition and concerns of your partner
- Be present in informal fora where the your partner or people who has his/her ear are present

PRE-MEETING

- Investigate the interest of the other party concerning the issues to be negotiated.
- Exchange data, numbers and knowledge that will be included in the negotiations.
- Discuss wishes and expectations about the outcome of the meeting
- State clearly what you expect
- Forward a written proposal prior to the meeting
- Involve the back stage in signalling expectations
- Use influence via third party

STORY

**DO AN
EVALUATION
TO IMPROVE
THE RELATION**



TIME

MEETING

The preparation of the meeting itself should primarily focus on the story you want to tell your listener. So you have to consider:

- What is the core of the story?
- Where are child/ the parents the human being in your story?
- Which parts should be oral...and which parts are better illustrated by drawings, pictures or moving images?
- What is it in the story that brings life and meaning ... to you!? And to the participants.
- Where do you see the bridge from the story you are telling and to the persons you are telling the story?
- What story can our partner tell by means of our project?

POST-MEETING

- Assist in the announcement of the result
- Praise the result. Praise the other party for their contribution to the result
- Confirm that the arguments that led to the agreement are still valid
- Confirm your support and happiness regarding the result of the negotiations
- Celebrate the deal
- Foster and support possibilities of future agreements
- Consider the period after meeting a new day-to-day routine and prepare accordingly



Negotiation phases

There are four different phases during a negotiation. These phases are:

- the day-to-day phase
- the pre-meeting phase
- the meeting
- post-meeting phase

During all phases of negotiation it is important to nurse the relations with the partner. To keep the partner posted on new initiatives, events and developments.

The four phases may be illustrated by a timeline as above:

The day-to-day phase. Build the relation and start designing your message:

- Be visible to your partner (building relations)
- Create an ongoing dialogue with your partner
- Provide information of interest and relevance to the partner

- Show examples of issues to be negotiated and provide workable solutions used elsewhere
- Join in frequent informal meetings
- Keep informed about the condition and concerns of your partner
- Be present in informal fora where the your partner or people who has his/her ear are present

The pre-meeting phase. When the meeting is agreed upon:

- Investigate the interest of the other party concerning the issues to be negotiated.
- Exchange data, numbers and knowledge that will be included in the negotiations.
- Discuss wishes and expectations about the outcome of the meeting
- State clearly what you expect
- Forward a written proposal prior to the meeting
- Involve the back stage in signalling expectations
- Use influence via third party

THE MEETING PHASE

In a meeting with one of your sponsors you need to define your expectations to the meeting, what you want out of it (outcome) and how you are going to get it (strategy). You must tell the story, do the negotiation and foster a good relation.

Preparing a meeting with a donor- or sponsorpartner has to be thorough and comprises three phases:

1. Before the meeting
2. The meeting
3. The follow up

Before the meeting

Before the meeting you must do your research, focussing on who you are meeting with, their position in the organisation or company and the organisation/ company itself. You must require detailed knowledge not only of the people you made the appointment with but also on other participating persons in the meeting both in relation to their work (are they in position to decide on a sponsorship or are they just “messengers” and in relation to their private lives, family, interest, leisure time activities, sports etc.). Further you must have a good knowledge about the company/organisation, what kind of an organisation is this? How are decisions made here, how are they prepared, and by whom? What kind of information or documentation will they normally need in order to decide on a funding or sponsorship? Does the organi-

sation have a policy for donations or sponsorships and have they made donations or agreed on sponsorships earlier?

Finally you must consider if the meeting has a donation-agenda ie. a contribution to your project where no reciprocity is expected or is the agenda one of agreeing a sponsorship ie. there will be a legitimate expectation of a balance in the exchange of goods.

The meeting

The preparation of the meeting itself should primarily focus on the story you want to tell your listener. So you have to consider:

- What is the core of the story?
- Where are child/ the parents the human being in your story?
- Which parts should be oral...and which parts are better illustrated by drawings, pictures or moving images?
- What is it in the story that brings life and meaning ... to you!? And to the participants.
- Where do you see the bridge from the story you are telling and to the persons you are telling the story?
- What story can our partner tell by means of our project?



When this is covered, you need a clear picture of what you need from the person(s) you are meeting with:

- Money
- Technical support
- Practical support
- A combination of these

Or maybe it is none of these, but “merely” a wise advice on how to promote your project or who you should consider to approach as part of your fundraising efforts.

If the agenda is one of sponsorship you should expect and prepare for the question: “What are you able to offer?” or “What’s in it for our organisation/ company?”

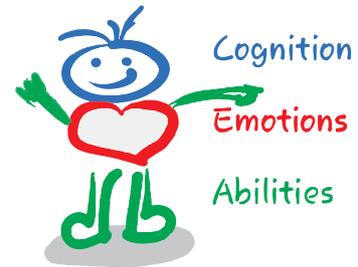
And of course you will also need to prepare the practical aspects:

- If you are more than one (and you should be!) going to the meeting, who is then going to cover which parts of your presentation.
- Which materials do you need to bring – to show or to hand out? It can be a brochure, a CD, a budget or accounts of similar prospects ... and of course your personal cards.
- Who takes notes – for example on questions asked or wishes expressed for further information on your project?

The follow up

Immediately after the meeting, you need to do three things:

1. Evaluate the meeting in the light of your preparations. Here you might use the “Lesson Learned Guide” (see later).
2. Follow up on the agreements you have made with the person(s) you met. If you have promised to send something “right away”, it should be sent right away! And not next week. If you have promised to make further investigations or to provide more detailed information and then return, you need to make arrangements and agree on responsibility and deadlines, so that you are able to keep your promises.
3. Appreciate the meeting. Depending on circumstances you might decide on a phone call or a letter or maybe even an informal e-mail to foster the relation. The important part of this is the preservation and consolidation of the relation, and you should make it very clear that you appreciate the time spent and the interest demonstrated by the possible future donor or sponsorpartner.



Post meeting phase

- Assist in the announcement of the result
- Praise the result. Praise the other party for their contribution to the result
- Confirm that the arguments that led to the agreement are still valid
- Confirm your support and happiness regarding the result of the negotiations
- Celebrate the deal
- Foster and support possibilities of future agreements
- Consider the period after meeting a new day-to-day routine and prepare accordingly.



“LESSONS LEARNED” – AN EVALUATION GUIDE

Fundraising is a learning process and you can always improve your skill. Therefore it is important to evaluate a fundraising meeting both in regard to contents and to progress. The evaluation will not only illustrate the results etc. of the recent meeting but also help you to improve your skill in order to do better next time.

Start your evaluation by focusing on the positive:

- What went well or even better than you had expected, hoped for or planned?
- What was it?
- What made it happen?
- Which of you contributed ... and what was the good and valuable contributions? What caused the effect?
- What could be done to secure that this happens again at the next meeting – with the same counterpart or with others at another future meeting?
- What could you do (in your planning and performance) if you would like this positive experience not only to be repeated, but to happen more often or in a greater extent?

After this important start of your debriefing you should proceed more systematically referring to your planning of the meeting:

- Who represented your counterpart? Were there others than you had expected?
- How did the meeting start?
- Did it start at the reception and what did you and your counterpart do or tell before sitting down at the table?
- Did you receive important information at this early “pre-meeting-stage”?
- Did you use the opportunity to deliver important information?
- How did your story work? Which parts seemed to produce positive reactions? And were there parts of your story where you couldn’t register any reaction or even felt a negative response?
- Was it the telling of your story or was it showing pictures, drawings, illustrations, CD that produced a reaction? What could be learned from this?
- How did you agree on dividing the various tasks at the meeting?
- If you had agreed that all of you should be “on stage” during the meeting: did it work as agreed?
- How can this work even better the next time?
- Did your wishes to a possible future cooperation come across?



- How was the response?
- Did you accept any kind of “homework”?
- Did you make any promises?
- Which deadlines have you accepted?
- Who is responsible – do you need to decide on changes in the agreement from your preparation to the meeting?
- If your partner has promised to return to you, do you then have a clear picture of when this could be expected to happen and have you agreed among yourselves who of you will follow up (in a gentle and polite way!) on this, if necessary?

- Who is responsible for securing the appreciative response to your counterpart?
- Which new tasks have been generated from this meeting? And who is responsible for each of these tasks?

Finally concluding on the evaluation, you should let each of you define the most important lesson learned from this meeting.

RESPONSIBILITIES

It is important to clarify what responsibilities we have in the organisation when we work with fund-raising. For example, the head office in Copenhagen should not interfere in how and which sponsors the local branch offices work with, as long as they follow the guidelines of the head office. At the same time local offices cannot write contracts with sponsors or donors which make them main sponsors. This can only be done by the head office in Copenhagen. The guidelines below regulate the responsibility and authority of the various levels in the organisation.

Main sponsors

Only the head office in Copenhagen can enter contracts with main sponsors/donors.

These will be main sponsors in every activity and communicative element. For example:

- The governments of the Nordic countries
- The Nordic Council
- UEFA

These main donors will be visible in national and local press and their logos will be integrated in:

- Manuals
- Diplomas
- Posters
- Brochures
- T-shirts (trainers', instructors', and children's)
- Press releases

Equipment sponsors

Only the head office in Copenhagen can enter contracts with equipment sponsors.

These will be main sponsors/donors in every activity and communicative element. For example:

Private sponsors with a contract on minimum 200.000 Euro

They will be visible in national and local press. Their logos will be integrated in:

- Footballs
- Trainers' clothes
- Manuals
- Diplomas
- Posters



National sponsors/donors

These could be:

- National football federations
- National governments
- Local branches of multi-national companies (ex. Novo Nordic or Coca Cola)
- Embassies

These will be visible in national and local press and their logos will be integrated in:

- Footballs
- Trainers' clothes
- Manuals
- Diplomas
- Posters
- Names on tournaments

Local sponsors

These are sponsors/donors of local projects and events. For example:

- Local municipality
- Private firms

They will be visible in national and local press and their logos will be integrated in:

- Children's T-shirts
- Trainers' shorts
- Posters

ETHICS

There are a number of ethic considerations which must be taken into account when working with fundraising and building long lasting and fruitful partner relationships.

It is very important that all parts of the CCPA organisation follow the ethical guidelines. These guidelines are written to make sure that CCPA preserve its credibility and reputation both on a local, on a national and on an international level.

Supporting the CCPA values

Any national and local fundraising must pursue and support the CCPA brand and the core values of the CCPA. We aim to bring people together, our work is based on fun football, we work with significant local participation and volunteers following the principles of complete transparency and democracy. Further any agreement on donation or sponsorship should support the CCPA principles of sustainability.

CCPA core values:

The humanistic approach

- Every person is important and all people are equal
- Everybody has the right to develop in freedom under responsibility
- No one is more important than others due to a specific talent for sport

- Our football schools are open for all: competent/not competent, boys/girls, “black/white”
- Everybody must have a possibility to become a whole human being

The democratic organisation

- Decisions are being made according to a general opinion
- Decisions are moreover being made based on freedom of expressing and free flow of information
- Minority interests are being fully respected and recognised
- Organisation is open and transparent
- Organisation is sincere and professional

Working with developing skills, health and the social dimension

- That the joy of playing football and being able to manage a fun detail (experience/rhythm) always precedes the result/breaking a record.
- That the football schools are connected with physical and mental well being: health – self esteem – self respect.
- That the meeting, the togetherness and being with others are crucial elements of CCPA’s activities.

Negotiation ethics

When CCPA enters into a dialogue – that is a negotiation with donors and potential sponsors – it should be based on modern and professional negotiation skills. CCPA supports an open and respectful negotiation process. CCPA acknowledges the future sponsor as an equal partner in the cooperation and aim for the best result for all involved in the sponsorship. All efforts will be made to find the best and most beneficial agreements during the negotiation.

Partnerships

CCPA will build its fundraising activities on the wish for establishing long lasting relationships and good partnerships between the donor or sponsor and CCPA. A good partnership may only be considered as such if both sides benefit from the partnership contract.

The local CCPA fundraiser will produce timely reports on the use and management of funds.

CCPA works as a neutral organisation and must acknowledge any use of CCPA's name and brand in marketing activities by donors and sponsors.

Confidentiality

CCPA will not disclose (except as may be required by statute or law) or make use of information given or obtained in confidence from partners donors, or sponsors.

Legal frames

CCPA is subject to all local laws and regulations.

The funds used should be in compliance with the laws and regulations in each of the countries respectively.

Donations and sponsorships and any agreement between CCPA and sponsor partners should originate from legal activity.

No funding contract can be entered with donors and sponsors who are not ethically compatible with the CCPA's values and principles (tobacco industries, companies that abuse child labour, companies that produce alcohol, betting houses, and all other brands that may send a message that might have a bad influence on the children's development).

We, as a side of the partnership programme should pay attention to that there is no exploitation of handicaps in commercial purposes.



Child Labour

CCPA can not under any circumstances be connected with any form of child labour. To be sure that this will not happen CCPA have to be very clear in this part. All sponsor or donor contracts are subjected to the United Nations Convention on the Rights of the Child.

USE OF FUNDS



There cannot be any uncertainties about how the money that CCPA brings in should be used.

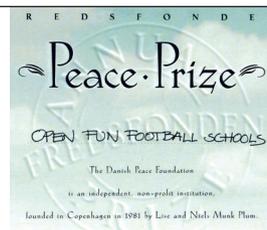
In general

- Sponsorship agreements should be made in conformity with the CCPA Fundraising Manual
- Any use of funds must apply to the general guidelines and values of CCPA.
- Sponsorship agreements must be administered locally and controlled by CCPA Copenhagen
- Financial registration and reporting must follow the standard format of CCPA
- In order to support the CCPA brand, all activities must make use of standard CCPA equipment i.e. t-shirts, footballs

Activities covered partially, 100% or beyond

- It must be carefully considered, whether a proposed sponsor/donor activity requires additional funding from our daily budget, and if it is acceptable.
- Besides donation for a specific activity, it may be considered in agreement with the sponsors that a supplementary contribution may be made to cover running costs of the local office.
- In conformity with CCPA policy re. Administrative costs, these must not exceed 7%, when applicable.

PRIZES AND AWARDS



2005-2013 On several occasions the national branch offices of CCPA have received the UEFA Most Valuable Grassroots Football Event of the Year Award.

2010 OFFS in Moldova received UEFA Gold Medal's for Best Grassroots Football Programme in Europe.
OFFS in Armenia received UEFA Bronze Medal's for integrating the OFFS Fun-Football-approach in the national P.E. Curriculum in the primary schools.

2009 Best Sport for Peace Project awarded by Beyond Sport, UK (in the jury was among others Prime minister Tony Blair and Archbishop Desmond Tutu)

2005 Special contribution award NOC Bosnia Herzegovina

2004 Honoured Sport leader of the year in Bosnia Herzegovina

2003 The Danish National Football team's Charity Cheque

2003 The Gerlev Sports prize Gerlev Sports Academy

2001 UEFA gold medal's for a Special Contribution to Football

2000 The pioneer price

1999 The Danish Peace Prize

1998 Michael Laudrup Award

