Business Plan 2022

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Fundraising Objectives

Amount of Funds to be raised

    a) **Total budget projected for 2022 is:** €451,688.00 *(*operational budget for the previous financial year was approximately 33% lower, i.e. €337,243.58)*

    b) **Total fundraising objective for 2022 is:** €384,188.00 *(*this figure has been devised by subtracting the already secured funds for our Streetwork project from our total projected costs))*

    c) **Benchmarking:** In 2021, LHR raised €320,978.00. In 2022, we need to raise approximately €62,000 more than 2021.

    d) **Objectives**:
        i) Individual Donations: €150,000.00 (40%)
        ii) Institutional Donations: €234,188.00 (60%)

    e) **Assets**: At the end of January 2022, LHR had approximately €72,000.00, with €5,000.00 carried over of unrestricted funds.

Operational Budget

The projected budget for 2022 can be broken down in four department areas: a) our psychosocial support programme in Ritsona refugee camp, b) our emergency response programme in Athens, c) our communications and advocacy activities, and d) our administrative costs.

    a) **Psychosocial support** in Ritsona: €246,476.00
    b) **Emergency response** in Athens: €115,298.00
    c) **Communications and Advocacy**: €26,828.00
    d) **Administration**: €63,086.00

A detailed breakdown of all associated costs can be found as an attachment to this document.

Glossary of Terms

1) **Individual Donor** - Private individual who donates on a one-time basis, or time and time again, or recurring, less than 1,500 EUR.
   a) **MVD** ($100-$499)
   b) **HVD** (Individual giving of $500 +) Examples: Julie Segedy, Nancy Gould
2) **Large gift** - (Any one time donation of $1,500 +)
3) **Large/Major donors -** (those who have given $1,500+ in one go)
   a) Examples: the Alexs, Nada Nord, Refugee Aid from Taunton (RAFT)
4) **Institutional donor** - organisations that give grants within a policy framework that reflects the mandate of the organisation. For such donors, there must be a grant agreement. If there is no grant agreement, they are classified as a "major donor" Donation is communicated on the website and in annual reports.
   a) **Private Foundation -** Private foundations are pots of money set aside by a person, family or other entity for donation purposes. Examples: Dashlight Foundation, SOL
   b) **Government and intergovernmental** organisations. Examples: European Commission
   c) **Grant-giving non-governmental organisations** (NGO). Examples: Help Refugees, Oxfam
   d) **Faith-based organisations** (FBO). Examples: LDS Charities.
5) **Corporate donors** - Support through gifts, equipment, supplies, or other contributions by business firms to charitable institutions, sometimes through organised programs that may include corporate foundations.
6) **Ambassadors -** Can include but not limited to past volunteers/staff, recurring donors/large donors, people who have made fundraisers for LHR, people who have extensive knowledge of LHR's programming, people who show an interest in advocating for LHR and/or past residents.
7) **Friends of LHR -** Broader group for anyone connected to LHR who want to meet others connected to LHR. May include current and former residents and former volunteers and staff.
8) **Donor Advised Fund -** In the United States, a donor-advised fund is a charitable giving vehicle administered by a public charity created to manage charitable donations on behalf of organisations, families, or individuals, for example, Schwab Charitable.
9) **Donor Stewardship -** Donor stewardship is an integral part of fundraising. Apart from thanking and recognizing donors, it promotes donor retention, encourages them to give larger gifts and can help bring new donors into the organisation through referrals.
10) **Market Development -** Raising more funds from existing donors using existing products.
11) **Market Penetration -** Activity development - development of new forms of fundraising and using them on existing donors
12) **Employee matching gift** - Benevity
13) **LYBUNTS** - Acronym for donors who gave "last year but not this" year.

Overview of Fundraising Tools & Strategies

Ambassadors group on FB

Comms team to consolidate the Ambassador's group in order to create a more engaged, self-sustaining group that can help us spread the word about fundraising, start their own fundraisers, and engage in advocacy.

- **Change** current group to "Friends of LHR " and create a new Ambassador's group
- **Set up** a small focus group with some key Ambassadors to help define responsibilities and interests - engage key ambassadors as allies in engaging other ambassadors and look into creating area-specific chapters. (Schedule a focus group every two weeks)
- **Tap into** potential and engage Ambassadors with more regular communications
- **Look into** creating a membership model for Ambassadors in which they pay 10-30 EUR/year, and receive special, unique content.
- **Encourage** Fundraisers

Events

Comms team to increase the number of events hosted by LHR, following the model of webinars in December 2020, in order to maintain engagement of past volunteers & donors.

- **Plan virtual events**, which could include seminars, webinar, storytelling events, workshops with a pay as you wish entrance.
- **Consider in-person events,** when in-person events resume, this could include parties in which people pay an entrance fee; dinners; in-person talks.
- **Plan 1-2 events** per programme over the next 12 months.
- Plan One event for the launch of the annual report (April 28).
- **Create remote fundraising** events such as runs/swims etc. (ex: run 21 km - distance from Ritsona to Chalkida)

External Reports

By increasing the number of external and donor-specific reports, the Comms team aims to share more regularly the outcomes of a programme (s). This includes the annual report and evaluation reports.

- **Draft and send more regular formal and informal reports** to donors, annual reports and reports for fundraising platforms, as well as reports for potential donors (such as the external Streetwork report).
- **Aim to publish** (1) Annual Report by April 28 (2) Updated streetwork report at the six months mark that can also be an advocacy report

GlobalGiving

LHR Comms team plans to use the internal tools within GlobalGiving, including appeals, updated project pages, thank you notes, and reports, to ensure that our donor base feels valued. Donor stewardship and engaging people in satellite fundraisers will be crucial - particularly, making satellite funders feel valued through social media posts, etc.

- **Consolidate** open projects into one open project.
- **Segment** donors into three groups: Donors, Mid-value donors ($100+ total lifetime donations) and High-value donors ($500+ one-time donation) and target them with specialised messaging and thank yous.
- Work on Donor Stewardship.
- **Send more frequent reports**, including a short once per month project report.

B1G1 - Buy 1 Give 1

B1G1 is a corporate social responsibility platform based in Singapore, which provides businesses the opportunity to donate every time they hit a business milestone, hence "Buy 1 Give 1." By improving our project pages, and sharing updates on their FB group, Comms team aims to increase engagement. This platform is rather limited and passively collects donations.

Benevity

Benevity is an employee matching platform, whereby employees of certain corporations can get their donations matched, for example, we have a current donor working for Linkedin whose donation is matched 100%, turning 250/month into 500/month.

- **Target donors/networks in companies** that subscribe to Benevity, with a focus on past volunteers who work in Benevity subscribed companies. The Ambassador's group can also help with this.
- **By improving our project page,** and providing reports, we can improve our relationship with existing donors.

MailChimp

Via Mailchimp, our subscribers receive updates and invitations to donate. Currently, we have low open and click rates on emails. We aim to create a separate MailChimp strategy by sending more targeted content more regularly.

- **Conduct a short survey** of current subscribers, to gauge their interest, with the aim of sending more regular, targeted emails.
- **Analyse results** of the survey, in order will devise a Mailing List Communications Strategy.
- **Send monthly newsletters** to build relationships with the mailing list.

Private emails & calls

By sending one-to-one personal emails and calls to a donor, the Comms team will build relationships in order to better solicit donations. Currently, our one-to-one relationships are limited to handful of longtime donors that HoC has volunteered with in the past (Nancy Gould for example)

- **Correspond** more regularly on a one-on-one with HVD, and to reach out to previous donors via email as well.
- **Update each HVD** once every two months with updates

- Members of the BoD can sometimes be called upon to contact certain potential donors if they have a pre-existing relationship.

Programme Outlines & Letters of Inquiry (LOI)

These tools are used primarily to target institutional donors, both provide an overview of programmes and organisation. Depending on the donor, the Comms team will. Currently, we have programme outlines for all programmes except ER - all programme outlines need to be updated.

- **Draft organisation-wide Letter of Inquiry** and send out 4-8 LOIs per month.
- **Continue adding institution**s to reach out to on the partner tracker
- **Draft/update programme outlines** for all programmes that are currently not funded.

Social media: Facebook, Twitter, Instagram, Linkedin

Social media has traditionally been a huge driver for our donations, especially Facebook. Now, with people moving more away from Facebook, we aim to devote particular attention to building out our Instagram presence. Twitter will be used as our advocacy and information sharing platform, a consistent presence will lend credibility to our work.

- [**Track**](#) **Social Media** metrics
- **Encourage followers to donate** by building trust, highlighting donors/fundraisers through profiles, sharing updates on the situation in Greece, and sharing upcoming donation opportunities/events**Website**

LHR's website is a portal for donations, and it can drive donations by presenting programming and mission/vision in an easy to digest, beautiful format. Currently, it is not easy to locate basic information about our organisation, including our mission and vision, and the CSS coding is clunky and impossible to customise.

- Comms Team to update website information (& design)
- Comms Team to identify MVD and HVD through Stripe/SquareSpace donations
- Comms team to reboot the website and make it easier to navigate
- Comms Team to Google Analytics to track website usage
- Explore using Google Ads to direct traffic to website
- Explore recurring donations on the website
- Develop a strategy to direct traffic to the website.

Youtube & Vimeo

These platforms share LHRs video content - but can also be used by others to share content about us. We have a great deal of video content from early 2015/2016, as well as more polished content. After the success of the espresso video, we aim to look into other platforms that can mention us in the "about" section of a video.

- Consolidate Youtube videos to one account - and consider which videos we want on YouTube vs. Vimeo vs. unlisted on YouTube

Key Strategies

Fundraising Direction

Growth & Sustainability: By moving toward larger donations, expanding into new markets, and strengthening existing relationships with donors, LHR aims to grow our fundraising outcomes in a way that fosters sustainability.

With this in mind, LHR will put in motion efforts to reach a higher ratio of institutional/corporate to individual fundraising, around 44% private fundraising to 54% grants.

1. **Increase and/or Renew partnerships (both for large gifts and grants) by revisiting previous institutional/large donors, and contacts made previously who are already somewhat aware of our programming. Such partners would include:**
   a. LDS Charities; Help Refugees; Anglican Church; Oxfam; RAFT; Al Khair
   b. Continue to identify previous donors or contacts together with the BoD & Staff
   c. Create donor packages with strong programme outlines to share with them, including descriptions of funding needs.
   d. Follow up continuously with updates - if they have an active sm presence, also build a relationship through this.
   e. Each major donor receives a certain number of communications per year, updating on key developments. When time comes for a donation, face to face meeting with Hoc/CC/Coordinators

Steps:

1) Create a donor package
2) Determine comms frequency with each large donor - how often, what
3) Follow them on social media, engage with them
4) For all donors - have a package on their side and a package on our side - information that we have on them? Do they want to be included in the end of year report? Do they want a profile? How much money did they give? Where has it gone? What are their interests? More information on each, tracking where the money went
   a) High value donors and certain mid value donors - reach out to ask about a profile
5) NFI donor - A way of tracking what was donated

   Relevant Tools

   - Personal contact through emails and/or phone calls
   - Programme Outlines & Letters of Inquiry
   - Social Media
   - Reports

2. **Increase High Value Donations by focusing on High Value Donors ($500 and above), whilst cultivating Mid-value donors**

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a. Identify MVD and HVD from GG, from Website, Bank Transfers & PayPal
b. Segment donor base to Mid-value donors ($100-$500) and HVD (500 and up).
c. Build rapport with MVD to increase the likelihood that they will become HVD.
d. Build rapport with HVD by sending 1-1 emails, if their contact is also acquired through mailchimp.
e. Survey some key HVD: What led them to donate? What type of content/experience are they looking for? (could use donor questions from the Fundraising resources doc)
f. Donor stewardship strategies (targeted messaging, special events etc.)
g. A plan should be in place for each major donor to receive a certain number of communications per year, updating on key developments. When time comes for a donation, face-to-face meeting with Hoc/CC/Coordinators

Relevant Tools
● Personal emails & calls
● GG Project Appeals (Mid-value donors could benefit from separate GG appeals, in order to encourage them on their journey to becoming HVD.)
● GG Project Reports
● External Reports
● Social Media
● Mailing Lists
● Events

Action Plan
1) July Bonus Day - identify people as per below; the ones that we want to contact
2) Donor profiles of HVD (start with people who have given 200 in one go within the last 2 years) -
    a) GlobalGiving HVD - google doc where we list them and see who we have on the mailing list - who we send a 1:1 email or the appeal
    b) SquareSpace HVD - we would have checked if they are on our mailing list.
    c) Explore adding them manually - check if that's legal
3) Draft messages that we can then personalise if we can do 1:1 on GG; 1:1 on SquareSpace (make sure people understand the time zones - please make your donation within the first hour - a race against time!)
    a) One message for MVD
    b) One message for HVD that is more personalised
4) Coffee video donors (get them on our mailing list)
5) Look at social media accounts who could share (Zebee)
6) Target population whom we want to appeal to- see what hashtags they follow
7) Webinar - it'll discuss how to donate, how will the sums impact us

3. Increase the frequency of donations by focusing on lower-level donors (our median donation is 20 EUR) and converting past donors and followers to donors.
    a. Events (examples, fun run, storytelling night, webinar annual report)
    b. Donor stewardship strategies (targeted messaging, special events etc.)

c. Some fundraising ideas, including ways the board can help:
https://boardable.com/blog/risk-free-fundraising-ideas/
d. Development of new forms of fundraising (such as events) and use them on existing donors (activity development)
e. Ambassadors Group - Invite donors to be a part of the AG
f. Focus fundraising asks at the beginning and end of the month (1 straight fundraising post, others with a stronger fundraising ask)
g. Encourage small-dollar donors to give recurrently through targeted messaging at the beginning/end of the month
h. Encourage and equip donors/followers to set up their own satellite fundraisers.

Relevant Tools
- Social media
- Ambassadors Group
- Events
- GG Project Reports
- GG Project Appeals
- Website
- MailChimp
- External Reports

4. **Increase institutional and individual donors in new audiences or "markets"**
A recent example of this was when an espresso "influencer" shared a link to LHR on a video published on YouTube, and this led to a huge increase in our donations. Many people outside of our networks may not know much about the situation in Greece - we can reach them through new, sometimes unexpected, (sometimes for-profit) channels. We also saw this strategy have a great pay off when a German rap group created a fundraising campaign for us.

a. Seek out influencers within our social networks, and influencers who may have shown an interest in refugee issues or humanitarian issues in the past - this can include YouTube influencers or Instagram. Create a pitch to share with such influencers.
b. Determine a role that the ambassadors play in this - helping us to identify people in their networks, or creating their own workshops or webinar.
c. Asking workshops led by for-profit entities to include an entrance fee that is donated to our organisation - for example, online gym training.
d. Look into obtaining a percentage of sales through for-profit websites/companies
e. Events (arts, workshops etc.)
f. Use creative partnerships as a means to spread the word about us - for example, the creative partnership with a high school in New Jersey.
g. Look into other platforms, such as You Be Hero/Better Place
h. Targeting new donors with new programmes, for example, if we expand to other camps, or have new workshops in the YES.
i. Encourage and equip donors/followers to set up their own fundraisers, especially if they have a following that is outside our primary market.

Relevant Tools

- Social media
- Events
- Website
- Personal emails & calls
- External Reports
- Ambassadors group

5. **Network with foundations by sending letters of inquiry; apply for Grants where possible; looking for open calls for applications issued by institutions or donors (EU Institutions, UN Agencies, Embassies).**
    a. The pay off for this strategy can be considered long term, because this process takes at least six months and the rate of return on letters of inquiry is usually 5%. Focus on Swedish, German, Swiss, Greek, UK foundations (as our Board has strong links to some of these countries; large donor bases exist in Germany and Switzerland)
    b. Continue adding potential foundations to the Partner tracker.
    c. Write letters of inquiry, and update each one to be tailored to the specific foundation.
    d. Create and send strong programme outlines
    e. Create a mapping of institutions who open proposals in this field.

    Relevant Tools
    - Personal emails & calls
    - External Reports
    - Programme Outlines & Letters of Inquiry
    - Ambassadors group

6. **Increase our corporate donations through matching programmes & one-time gifts**
    a. Identify potential corporate donors by brainstorming the "types" of corporate donors we could attract (ex, in the past: travel companies.
    b. Through matching programmes (we have to know an employee of the corporation, this could be something for the ambassador's group). Utilise Benevity to build capacity here.
    c. Through one-time gifts, targeting mostly transnational corporations that have an office in Greece, as most CSR takes place locally.
    d. Explore In-kind donations & review programme needs regularly to determine potential partners)
    e. Revisit Ur&Penn
    f. Build our capacity on B1G1 by providing strong reports and updates

    Relevant Tools
    - Personal emails & calls
    - External Reports
    - Programme Outlines & Letters of Inquiry
    - B1G1
    - Benevity

- Ambassador's Group