

Draft,
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[CROWDFUNDING IN UNDP guidance for project managers]

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“If you need just money - go elsewhere and don't use crowdfunding. Use crowdfunding if you need awareness building, campaigning, initiating debate, attracting other funders and building up your community.

Crowdfunding is not (only) about the money, it is just so much more!”

- *UNDP Alternative Finance Lab*

Any development practitioner interested in data innovation can benefit from this guide. You do not need expertise in crowdfunding to integrate some elements of crowdsourcing or crowdfunding into your projects. If you are a forward-looking innovator excited about improving your work and the work of your institution and partners, this guide can help.

This document is divided into tips and questions for planning, launching and managing a crowdfunding campaign and targets UNDP personnel.

Please note: this document is a how-to note and not official policy. There is no UNDP policy on crowdfunding and no corporate platform available (except donation based DigitalGood.info platform). There is, however, considerable interest in the concept and Country Offices are encouraged to test crowdfunding and to share their experiences to inform future policies and platform decisions.

What's in this document?

Part 1 – Planning

Issues necessary to define before launching a crowdfunding campaign

- Define clear objectives
- Decide on focus: funding a UNDP project or an external partner
- Identify a project or idea
- Ensure resources
- Clear financial channels
- Consider risks
- Choose a platform
- Identify audiences
- Design a user story
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What to consider for a successful launch

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- Offer perks

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- Approach traditional media

Part 4 – Wrapping up

- Thank your donors
- Showcase key contributors
- Deliver perks
- Show where the money went

Before getting started read these indispensable blogs from UNDP colleagues:

www.altfinlab.com



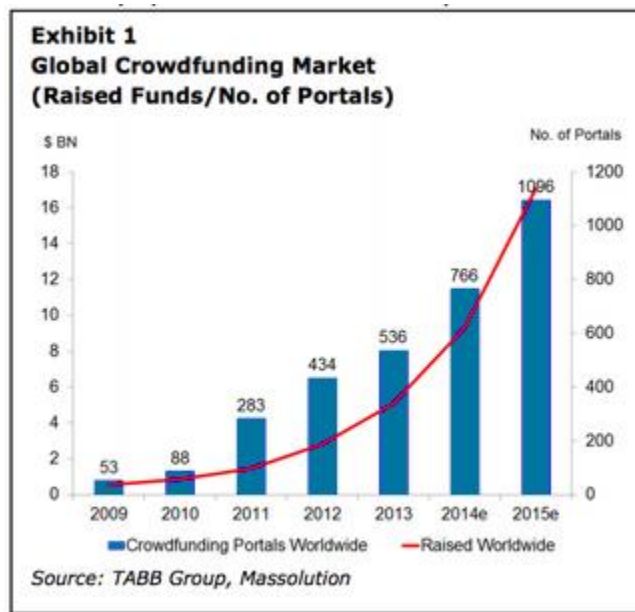
Part 1: Things to consider before launching a crowdfunding campaign

Contrary to usual UNDP focus on a small number of large donors, crowdfunding goes the opposite way. And it describes the practice of securing funding for a project or business venture by a dispersed group of people, the crowd. While the concept itself focuses on raising money, smaller crowdfunding projects are not likely to result in a significant financial return of investment for UNDP offices as the necessary requirements – staff time and budget for communications – are comparatively high at the beginning. Crowdfunding could bring more financial returns with larger campaigns or when crowd investing/crowd lending business models are used. However, testing crowdfunding can be the right investment for the following reasons:

- After the first campaigns, UNDP staff will become more effective in executing campaigns and can hence raise greater financial resources;
- Crowdfunding can enhance UNDP's efforts to communicate the results of our work;
- UNDP offices with proven expertise can advise partners in the practice of crowdfunding.

Before planning a crowdfunding campaign, please ensure a clear understanding of the concept and its different notions (philanthropic or donation, lending and investment) and the difference to (rewards-based) donation drives. Here is a very brief overview:

- **Philanthropic rewards-based crowdfunding:** Individuals support campaigns and receive some kind of reward in return for their contribution.
Sites: [Kickstarter](#), [Indiegogo](#), [RocketHub](#) .
- **Donations-based crowdfunding:** Individuals donate money to campaigns and do not expect to receive a tangible benefit from the transaction.
Sites: [GlobalGiving](#), [JustGiving](#), [Causes](#), [FundRazr](#)
- **Equity-based:** Individual backers invest in campaigns and receive some ownership or equity-like shares in return for their investment.
Sites: [GrowVC](#), [DragonInnovation](#), [Upstart](#), [Crowdfunder](#)
- **Lending-based crowdfunding:** Individuals lend money to campaign owners and expect the future repayment of a principal with or without interest.
Sites: [Kiva](#), [Zidisha](#), [Lendingclub](#)



For more background information and resources, please read the post [What is Crowdfunding and UNDP Should Care.](#)

“Average amount of crowdfunding campaigns: Kickstarter \$5,000 (source) and IndieGoGo \$3,700(source). On Kickstarter 56 per cent of campaigns didn’t reach their goals and on IndieGoGo 80% of campaigns failed.”

- *UNDP Alternative Finance Lab*

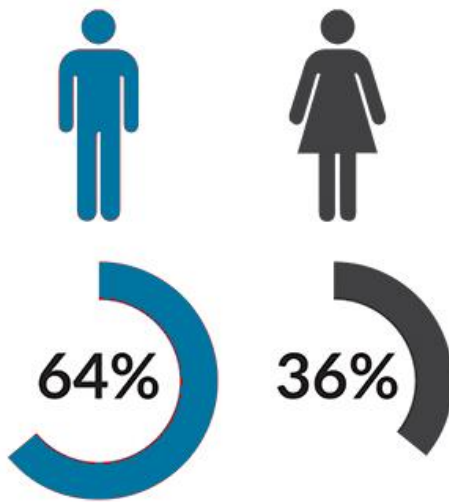
Once you are clear on what you can reasonably expect from crowdfunding, decide on the timeframe of the campaign, which shouldn’t exceed three months, and plan at least one or, (depending on your knowledge and size/complexity of the project) two months of preparation time before launching the campaign.

CROWDFUNDING DEMOGRAPHICS

Knowing the demographics of your target audience is just as important in crowdfunding as it is in any other business because you need to tailor your campaign to bring in the most backers. Below, you can find statistics collected about the demographics of various crowdfunding platforms.

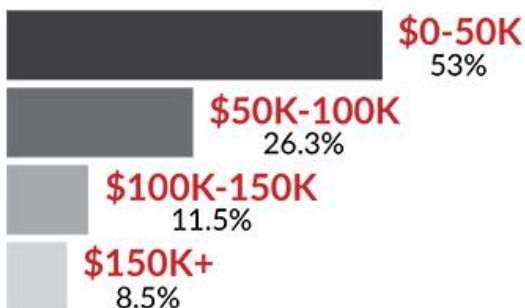
GENDER

Men make up the majority of crowdfunders - keep this in mind when raising funds for a female-centric product. Sections like gift guides for men can be a good way to keep the **male demographic** in the loop.



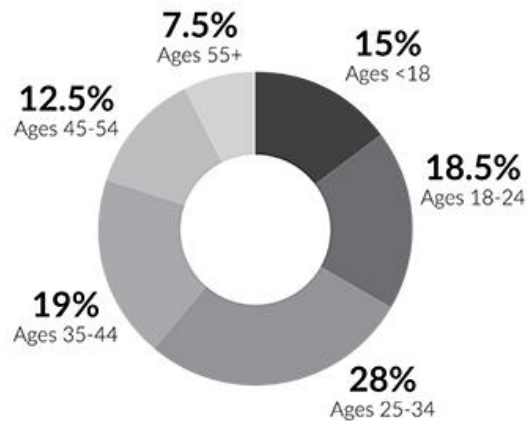
SALARY

Millennials are in the earlier stages of their careers, which is why most crowdfunding backers make **less than \$50,000**.



AGE

Most crowdfunders are **aged 25-34**, so tailor your campaign page toward the millennials.



TIMING

The timing of your campaign can help determine the chances of it being successful.

August is the month with the highest percentage of successful projects in crowdfunding at 10.38%.

Wednesday is the most successful day of the week, bringing in 17.5% of pledges.



To define objectives and clear success indicators, formulate short answers to the following questions:

Decide the focus: is it funding the expansion of a UNDP project, is it a new idea or is it supporting an external partner?

As crowdfunding describes a campaign to finance a specific project, idea or activity it is fundamentally different to donations for UNDP's work in a country in general. It is important to further specify the scope and focus of your specific crowdfunding initiative. There are three different models:

Crowdfunding the expansion of an existing UNDP project: In this case money is raised for specific activities within an ongoing project that directly benefit partners and that would not happen without additional funding from the crowd. An example is the [campaign for cash-for-work in Syria](#): the more money is raised the more employment schemes can be created. Results from crowdfunding are much stronger if it has been incorporated into already on-going, existing projects or even programme, with an aim to mobilize allies, partners, donors, private sector, communities – some of them will be future donors (direct to UNDP or indirect to beneficiaries or can move the Government to streamline funding available from IFIs or other source). For example – this could release funding for investment-type of activities available to UNDP and keep it for UNDP to do only quality-assurance, TA, due diligence-type of “soft” activities (which at the same time mitigate risks of investments) while the investments would be funded directly from IFIs or other sources of funds in parallel.

Crowdfunding a new project: In this case, money is raised for a new project managed by UNDP with the possible collaboration with partners and it is important to choose between innovation & risk and guaranteed delivery & tangible change. Crowdfunding can be a good option for UNDP to pitch innovative ideas and ask for funding of new approaches with uncertain results, for example the funding of a campaign to prevent gender-based violence using methods from behavioral science. A good example of crowdsourcing a new idea is the [GravityLight](#), a product launched on Indiegogo by the UK-based company Therefore over a year ago that uses gravity to create light. However, due to its nature, and due to numerous non-financial benefits that crowdfunding adds to a certain project/initiative, it is not recommended to be used within UNDP to raise funds (zero starting balance) for a project or an initiative that doesn't exist without it.

UNDP channeling funds to crowdfunding campaigns that are in line with its goals/mandates and organized by individuals/organizations in countries where UNDP offices are situated: In this case, UNDP provides support in preparing, launching and managing a crowdfunding campaign for external partners, for examples local NGOs or entrepreneurs with a solid business case.

This has even bigger impact of CF – mobilizing allies, advocating for goals that contribute to our wider agenda UNDP (department) providing education and consulting on crowdfunding for projects of individuals/organizations; or guiding national authorities on using alternative finance models for economy development that have limited access to funding and/or knowledge on crowdfunding (i.e. setting crowdfunding platforms, combining local and national budget with alternative financing models, using alternative financing models for disaster prevention or recuperation and other)

Risks related to potential non-delivery or failure of a project developed in partnership with an external partner – In cases when crowdfunding platforms are being led by external partner, UNDP can sign an agreement with stakeholders i.e. partners leading these projects on their specific role and timeline so the responsibility is clearly on the side of partner (this is being regularly done with UNDP supported crowdfunding campaigns, for [example for the project in Kyrgyzstan](#)).

To specify the focus of your crowdfunding initiative, please formulate short answers to these questions:

“Well maintained crowdfunding campaigns can bring on average 10-fold amount in media visibility than the amount raised, consequently increasing project’s impact. “

- *UNDP Alternative Finance Lab*

Identify a project or idea

To be successful, the crowdfunding initiative needs to be engaging, tangible and specific. The idea or project needs to create visible differences in people’s lives and thus appeal to an audience that is largely neither involved in development or humanitarian work nor possessing in-depth knowledge of the challenge at hand. Many UNDP projects do not qualify as they are not sufficiently tangible. For example a project to build capacities in local institutions is not likely to motivate many people to donate to the campaign. Another necessary characteristic is specificity. For example, the project needs to target a specific area and population (regional, local, diaspora of a country - those who can easily identify with the local context and would be willing to support the project to help for a positive change).

To identify a suitable project or idea, consider advantages of innovation & risk and guaranteed delivery & tangible change. Crowdfunding could also be a good option for UNDP to pitch innovative ideas and ask for funding of new approaches with uncertain results, such as the funding of a campaign to prevent gender-based violence using methods from behavioral science. Thus far, this has not been tested in UNDP.

Count-in internal UNDP and partners' capacity building

If you are choosing to develop a new project for the crowdfunding initiative, it is advisable to design the campaign with partners from the get-go (to have the same partners from the beginning). Focus on building capacities of local partners in project management, communications and campaign management throughout the duration of the initiative as well as building UNDP-internal capacities on the mechanisms of crowdfunding. To build capacities of partners, focus on learning by doing and co-plan and co-manage the initiative with partners. At the end of the project, partners should be able to plan and execute their own crowdfunding initiatives. And your UNDP office should have gained sufficient expertise to advise partners in crowdfunding, including in equity-based and lending-based initiatives for small businesses. To identify a suitable crowdfunding initiative, please formulate short answers to these questions:

Secure resources

A crowdfunding campaign costs significant amounts of staff time and requires resources for the platform and for outreach activities. Past experiences have shown that at least two months of preparation time are required before launching the campaign with approximately minimum ten working hours per week of at least two people (staff or consultants) to prepare the campaign. During the campaign, calculate with 12-14 hours a week of staff members or consultant. Also think of adding interns to your team can help you create the high-quality and high-converting

campaign content, without spending a fortune. As further explained in Part III, a crowdfunding campaign requires regular updates during the duration of the project, at least once a week.

Prepare an estimate of required resources with approximate figures.

Required Input	Main Activities	Cost Estimate
IT Platform	Define strategic implications for platform choice; undertake comparison based on functional specifications and costs; identify vendor and acquire expertise in using the platform.	
Communications expertise	Design, prepare and manage campaign	
Communications materials	Videos, infographics, flyers and other offline campaign materials	
Outreach	Targeting marketing, ad's in mainstream media	

The expenditures for communications efforts will vary, depending on the available resources in a UNDP Country Office. It is highly recommended to produce at least two short video clips on the campaign, to produce appealing communications materials such as infographics and to develop clips and ad's for mainstream media.

A crowdfunding campaign will require the involvement of communications staff as well as colleagues working on programming and in the initial phase, personnel working in IT, legal, and procurement.

A successful campaign requires expertise in campaign management, basic IT skills, communicating results, social media outreach and in video production. It will not succeed if you leave just one staff to work on it. Work on a Crowdfunding Campaign is a team-effort and this has to be clear

To calculate the amount needed for your campaign, please formulate responses to the following questions and develop a tentative budget:

Clear financial channels

As of August 2014, UNDP suggests using the financial channels of existing platforms for all offices in which this is possible. Alternatively, there are multiple options to consider:

- Partnering with a local NGO and having the partner set up an account.
- Setting up a UNDP account for the initiative on the country-level.
- Liaising with BERA and leveraging a corporate account which goes to a thematic Trust Fund.

Please note that these options might require clearance and need to adhere to UNDP's rules and regulations.

In this piloting phase, the easiest thing is when the account of a local partner is used (company, a public institution or an NGO, a partner with whom CO is developing the campaign) and to allow money being transferred to their account. During the crowdfunding campaign, their account number is put on posters, internet pages, video links etc. Like this, UNDP recovers its costs through having its staff and costs paid within some existing projects. And CF is considered not only as a separate activity, but as a top-up on existing projects/initiatives, glue that brings additional value.

For tips on option number one, please read the document [Do's and Don't's of Crowdfunding for Development](#) written by colleagues from UNDP Croatia. The document also describes the importance of analyzing the most relevant online payment methods in your country and to set up a Pay Pal account (if applicable).

“If you Google “crowdfunding”, most of the results will point out the “crowd” feature as being a key to a crowdfunding success. The biggest benefit comes from making backers evolve into your continuous project partners.”

- UNDP Alternative Finance Lab

Choose a platform

The choice of a platform depends on the type of campaign you want to pursue and it is a strategic branding question.

Regarding the type of crowdfunding: decide on one of the following models:

- **Flexible funding:** You keep what you earned. This encourages campaign owners to set reasonable goals and promote their campaign. Third-party fees may apply for contributions.
- **All-or-nothing or Fixed Funding:** If you did not reach your goal, all funds from your contributors are refunded. Third-party fees may not apply for refunded contributions.

Generally, we recommend flexible funding options and platforms that offer this model. However, in specific cases, for example a campaign to fund an innovative new product, the all-or-nothing model might appeal more to audiences. Click [here](#) for a recommended article listing pro's and con's of both models.

“Be sure to have an agreement in place between your organization, the crowdfunding platform, and the implementing partner to clarify accountabilities and responsibilities, especially with regard to the funds. “

- *UNDP Indonesia*

Currently, there are three broad options regarding platform choices:

- Adding your project to an existing, well-established crowdfunding platform such as [Indiegogo](#)
- Setting up your own page; either by using a provider such as [CauseVox](#) or developing a new site from scratch. (We highly encourage you not to embark on developing a new,
-
- Stand-alone site for a campaign. Development and maintenance investments are significantly higher than using templates or back-ends from vendors.)
- Setting your project at a national/regional platform, including ones developed by UNDP offices, such as [Live Lebanon](#), [Green Crowds](#) and [Yemen Our Home](#)

In the future, further involvement of the UNDP in the crowdfunding sector might bring to two more opportunities:

- Using different crowdfunding platforms, but gathering all UNDP's crowdfunding campaigns at aggregator webpage, common UNDP's project web site (based on the Citizenergy model)
- Developing UNDP's (or UN's) corporate crowdfunding platform

The choice is not only a cost-benefit decision but also a strategic question. Regarding this dimension, please consider the following:

These guiding questions should support you in deciding which route to take. UNDP Croatia, for example, undertook a successful campaign to raise money for a solar-powered school. The colleagues decided after an in-depth comparison of platforms to host the campaign on Indiegogo.

The UNDP Sub-Regional Facility for the Syria Crisis initiated a crowdfunding campaign for the Syria response with projects in Syria, Jordan and Lebanon. As this was a multi-country initiative for a crisis response with high visibility, the team decided to not host it on a platform such as Indiegogo but to leverage existing corporate platforms, in this case the content management system on donate.undp.org. (This content management system does not include necessary IT-elements for a crowdfunding campaign and is therefore not recommended for a project-based crowdfunding initiative.)

In summary: please discuss with the management of your office whether the campaign can and should be added to a large number of crowdfunding initiatives from other organizations and individuals on platforms such as Indiegogo and / or whether you would like to present it on a single pre-built web site.

Vendors such as CauseVox offer the technical back-end for campaign sites that have a stand-alone look & feel. Also Indiegogo built an open platform so companies and organizations interested in launching their own crowdfunding website can leverage the platform-features and build on top of it with their own level of curation like:

- [Crowdfunding Academy](#) - a non-formal educational programme on developing crowdfunding campaigns
- [Fractured Atlas](#) - curates artistic campaigns
- [YouTube](#) - curates YouTube stars' campaigns
- [UC Santa Barbara Technology Management](#) - curates students' & professors' campaigns and [many others](#) as seen on the Indiegogo partner page

To take a decision on the platform, please consider first the strategic implications and then a cost-benefit analysis. Please ensure to leverage the comparison of platforms undertaken by

UNDP Croatia, which is summarized in the blog post "[Which Platform Should We Choose To Crowdfund Our Energy Cooperative?](#)".

Identify audiences

List the relevant audiences for your initiative. The following list is an example to disaggregate the diverse target audiences:

- Individuals in the community and country
- Diaspora communities
- High profile individuals
- Commercial enterprises
- Local organizations

Before starting the campaign, undertake research to identify the best channels to reach the different audiences and to identify the ideal selling points based on available data on the reasons why individuals are inclined to give to philanthropic causes. Campaigns that are based on thorough data collection and analysis yield on the average significantly more success than initiatives that do not leverage available data to craft messages and target specific audiences.

“Often perceptions of a (business) environment are not matched with available data. For example, the assumption of the team working on the Syria crisis was that there is a great potential for philanthropic giving in light of the immense human suffering. The available data, however, indicated this assumption was not accurate. Base financial targets, audiences and outreach strategies on available data. There are valuable datasets on the philanthropic market available as well as potentially relevant data from marketing firms on the national level such as the [UKGivingStudy](#) (pdf) (focused on the UK but with interesting insights on ‘who is the crowd and profiles of individual donors) and the [World Giving Index](#) (pdf). **2016 (source)**

To prepare target promotional materials and identify suitable distribution channels, develop responses for your campaign to these questions

Design a user story

Software designer often develop user stories. Such narratives describe how a user will experience a computer programme or a web site. Based on such user stories, the programmers then formulate the technical specifics. For a crowdfunding campaign, it is essential to keep the individual donors engaged because they are potential multipliers as they might pass messages on to friends, family and colleagues as they are potential future donors of UNDP-backed projects. If you decide to leverage an existing platform, the user story for the IT environment is most likely not necessary to develop. But the experience of an individual who donates to your campaign should be captured in a user story that you develop. This story is the basis of the design of your outreach and engagement activities. To develop and write the story, please formulate answers to the following questions:

Consider risks

After setting up campaign basics, it is of high priority to detect potential risks and define procedures that can be used if they emerge. Specific focus should be put on:

- **Think of your reputation**
Crowdfunding can be conducted as an alternative financing experiment - especially in countries where it has never been used before. Nevertheless, setting campaigning goals

should be made with a success in mind - even though other sources can be used for financing a project if a crowdfunding campaign turns out to be unsuccessful, campaign should be developed in the best possible way and lead to successful outcome, representing the success of a CO in general.

- **There is no guarantee that you will reach your goal**

Analyse carefully all possible methods how you can reach your target goal. In case of unsuccess, you can try again. Define clearly obligations between project partners for case of not reaching the targeted amount.

- **Intellectual property becomes public**

Consult with the chosen crowdfunding platform or national institutions about protection of intellectual rights.

- **Don't underestimate potential costs**

Consider platform fees, as well as costs of campaign development and delivery of perks. A clear understanding between campaign partners and a CO should be developed before campaign preparation, including an understanding about the financing process and donations receivment. All possible transactional issues should be targeted before the campaign starts. Human Resources

- **Keep human resources throughout entire campaign**

Campaign should be prepared and conducted by a team. It is recommendable that there is one organisational structure present through all phases of campaigning.

- **Consider national legislation**

Check legislation regarding the use of crowdfunding or similar models of financing in your country. Platforms usually include general advices, unspecific in terms of national legislation, so it is highly recommendable to consult with national institutions and those who already ran a crowdfunding campaign in your country.

- **Think of the platform risks**

There is a risk of fake platforms. It is recommendable to check platform's success rate, amount of projects applied and overall usage rules. **Have responsibility towards backers**

Communication with the backers should be transparent and continuous. Perks costs and delivery procedure should be planned before the campaign starts. It is important to

consider possible delays in perks production and delivery. Make sure your backers are informed about any possible delays. Showcase entire financial plan of your project,

especially items that are crowdfunded through the campaign, to create more credibility among the potential backers.

Develop longer-term objectives

In the course of a crowdfunding campaign you will not only compile lists of people who are or might be interested in UNDP's work but ideally you will also create a community around your initiative. This community can and should be engaged in future development activities of UNDP. Develop a few ideas on how to engage these audiences in activities in the future such as in asking for feedback when developing advocacy materials

“Talk about it. Face to face contact can never be replaced by smart phones.”

- *UNDP Indonesia*

(show them the first drafts of infographics and other materials and ask for their opinion), utilize the community for feedback on knowledge products or invite them to UNDP design events.

Successful crowdfunding means making sure that you construct a campaign to deliver a range of outcomes over and above simply the money. To that end we need to understand precisely what we wish to achieve. In that context it is to be considered that:

- crowdfunding can be used **as a community building instrument**
- crowdfunding can be used **as a marketing instrument**
- crowdfunding can be used **as a political instrument**
- crowdfunding can be used **as a tool for testing innovative practices**

Establishing goals that go beyond funding itself is also the first step on the [TAMP process](#), which is used to bring structure and rigour in the crowdfunding process. Steps in total include:

- **T (Targets)**

Establish and justify what you want from the campaign, which goes beyond funding.

- **A (Audit)**

Review what resources skills and assets you have to run a campaign and what gaps need to be closed.

- **M (Method)**

Which of the many forms of crowdfunding is best for this project and, within that, which platform is best?

- **P (Plan/Prepare)**

Building a proper project plan with timing and responsibilities to get the campaign done for the three phases of a campaign.



Your \$10 gives clean water for people in East Sumba, Indonesia

Part 2 What to consider for a successful launch

Produce a video

Most guidelines on successful crowdfunding stress one factor that makes or breaks your campaign: videos. Have the capacities in place to prepare a launch video and to produce video-updates every four to six weeks, in addition to written updates with pictures. Make sure to know the tips and tricks of preparing a crowdfunding campaign from a communications perspective. Check the tips from our colleagues in Croatia in [this blog post](#), these [10.5 tips from our partners from NESTA](#) and [this article](#) from IndieGogo.

To develop an irresistible call for donation video, identify the responses to these questions:

Engage existing networks

The analysis of the main target audience will guide the identification of existing networks. For example, if the diaspora community is a relevant audience, find out whether past projects of UNDP or partners have compiled lists of individuals living in the diaspora.

Past experiences show that engaging networks and individuals already within your reach in the initial phase is a crucial component of a successful launch. IndieGogo shares this advice: “Most campaigns that meet their goals raise about 30% of their funds from their immediate network. A must for successful campaign is to raise this money right away, because early momentum can be leveraged for marketing and press. When people outside your network see that others, trust you with their money, they gain the confidence to contribute, too. *It is not recommendable to launch the crowdfunding campaign if not having 30% of the targeted funds secured in advance.*”

“Conscious, strategic campaign navigation towards a non-financial gains can lead to a large increase in its social impact and, without being used, can represent a failure, even when it comes to successfully funded campaigns. That’s why “moving beyond the financial goal” we think of as our new mantra.”

- *UNDP Alternative Finance Lab*

Achieve early momentum by “soft launching” your campaign:

- Before it goes live, ask everyone you know to contribute in the first few days of the campaign
- Make a list of the people who committed to helping out, and ask them to make their contributions within the first 1-3 days of your launch ([source](#)).”

While a considerable part of the promotion will happen via social media, the importance of emails as a marketing tool remains. This is especially true for diaspora audiences, professional communities and personal networks.

Also consider tapping into existing philanthropic networks and campaigns such as [Giving Tuesday](#), regional and global thematic campaigns such as the [UNiTE campaign](#) on gender-based violence and leverage [UN International Days](#).

Offer perks

Perks, or rewards, for individual donors have become a standard practice for crowdfunding campaigns. UNDP and most other UN-agencies have not yet embraced rewards-based donation concepts or rewards-based crowdfunding. If possible, include rewards for donations to your campaign, with different tiers depending on the amount donated.

In early 2014, UNICEF launched a rewards-based donation campaign for their innovation work. Individual donors receive small gift packets that increase in volume with an increased amount donated. In addition, all donors enter a raffle to play a part in the upcoming Star Wars movie. [Click here to see this example online.](#)

Deciding on the adequate reward requires the analysis of your main target audiences and should incorporate the latest trends in crowdfunding including an increasing fatigue with standard rewards such as branded mugs or stickers. UNDP Croatia offered donors, among other perks, a visit of the energy-independent school with a guided tour by the school officials. Please ensure to check many examples online to find inspiration.

The article “[5 Ways Non-Profits Can Use Perks For Crowdfunding](#)” includes valuable tips and many inspiring examples.

To identify the right perks, please list responses to these questions:

Plan day-to-day campaigning activities

It is highly recommendable to have a daily work plan developed before the campaign gets launched, as well as having a plan B developed for the passive phase (a phase in the middle of campaign when funding tends to stop to increase again at the end of campaign) - meaning activities that will prevent entering the passive phase. This should also include offline campaigning - donation events, public presentations of projects, setting events with campaign ambassadors etc.



Part 3 Managing an ongoing crowdfunding campaign

Ensure regular updates

After having launched the campaign, ensure regular and engaging updates on the progress of the campaign and the initiative. A successful crowdfunding campaign achieves the creation of a community around the initiative. This entails opportunities for individual donors to engage online with the people behind the campaign and ideally also includes other opportunities for engagement for all donors and potential future donors, such as through a vote for a specific decision within your project such as the color of the new school building.

As all communication efforts for a crowdfunding campaign, the updates need to be short, engaging and jargon-free. Please check the [UNDP Blogging Guidelines](#), the article [10 Crowdfunding Secrets](#) with good tips on how to publish engaging content and the [Principles for Gender-Sensitive Communications](#) for tips on creating engaging (and gender-sensitive) content for the campaign.

The 7 Ds of Communications is another clear and simple way to remember what you need in your communication plan:

- Distill** your message down to the simplest form
- Define** who needs to get your message
- Detail** what you want your audience to take away and remember
- Decide** on the best medium or media for delivery
- Decide** on the time to deliver your message
- Deliver** your message
- Determine** success by measuring

Check also the '[Crowdfunding Campaign Tools](#)' site for a good collection of tools and sites to spread your campaign.

Approach traditional media

In addition to social media, it is very important to draft and execute an action plan for well-established traditional media on the country-level and if applicable beyond in order to generate sufficient visibility. While social media is a key means of generating support, traditional media provides access to different target donors and can reinforce the message of the campaign.

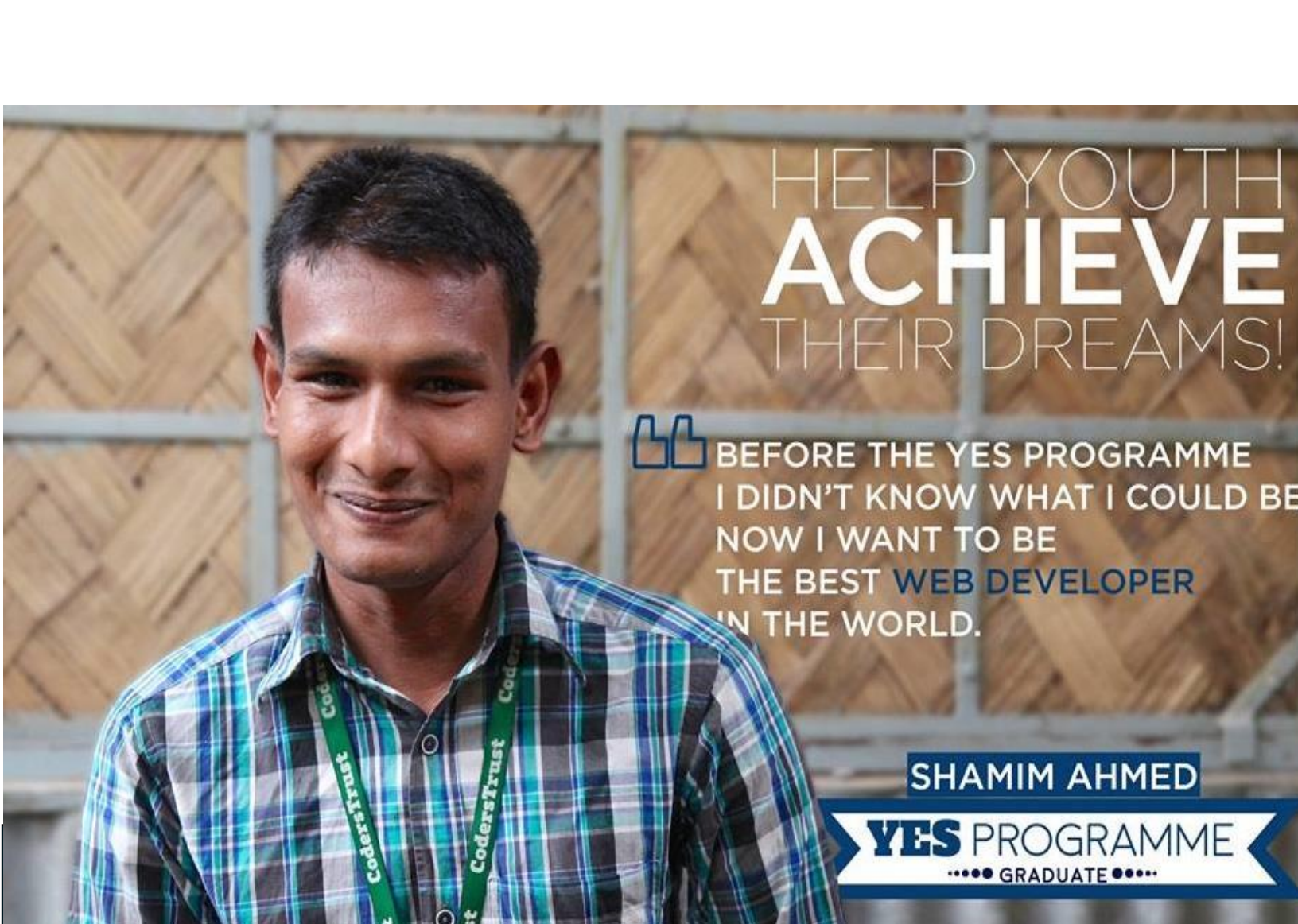
On the country-level, plan and budget for pitching the project to traditional media including radio stations, TV and newspapers. The UNDP Communications Specialist / Team will be able to provide support and established relationships.

Monitor traffic

The platform of your choice will include different levels of monitoring sophistication. Ensure that you develop the expertise in utilizing the monitoring tools and use the available data to target outreach activities during the campaign. Minimum monitoring options of a platform are:

- the number and location of your contributors;
- the number of visits and referrals to your campaign page;
-
- the name, description, dollar amount, and quantity of each perk claimed (if applicable);
- the amount of funds raised and the fees you will be charged by the platform vendor.

The information of traffic to your site can help identify additional target audiences as well as promo messages that worked well and that didn't work well.



HELP YOUTH
ACHIEVE
THEIR DREAMS!



BEFORE THE YES PROGRAMME
I DIDN'T KNOW WHAT I COULD BE
NOW I WANT TO BE
THE BEST **WEB DEVELOPER**
IN THE WORLD.

SHAMIM AHMED

YES PROGRAMME
..... GRADUATE

Part 4 Wrapping up

Thank your donors

The message should be pre-prepared and depending on the model you chose (all-or-nothing or flexible funding) outline what happens next. Every donor ideally received an individual thank-you note via email throughout the campaign as outlined in the user story. Now it is time to draft a collective wrap-up thank you note. Please read the article '[Dissecting a Thank You Letter](#)' for valuable tips on how to write a memorable thank-you letter.

If you had high-profile individuals engaged, consider highlighting their involvement publicly but make sure he/she agrees with that!

Deliver perks

You have to deliver the promised your perks if:

- You chose a flexible funding model and you received one or more contributions in exchange for perks;
- You chose a fixed funding model and met your financial goal.

If you chose the fixed funding model and did not achieve your goal you do not have to deliver the perks. However, please consider carefully implications on the reputation of UNDP on the country and global level if you choose to not deliver the parks. It is essential to communicate this clearly in a thank you letter to all donors and in individual messages to the donors who are eligible for a perk. You chose Fixed Funding and you did not meet your funding goal.

Showcase key contributors

Surely a number of people have supported your campaign; starting from volunteers and interns you engaged onsite to friends who promoted the campaign in their networks and other multipliers. Make sure to thank everyone who supported the initiative on your web site, mention them on social media and with individual thank you notes.

Show where the money went

The campaign raised a specific amount of money to make a concrete difference in people's lives. While you updated the donor community throughout the campaign on the progress, make sure to continue updating after the end of the fundraising phase. Show that UNDP and the partners in your crowdfunding initiative can be trusted with money, time and trust to create tangible changes.

Consider also what people will see on the crowdfunding page after the campaign. Ideally people will find a short narrative on the success of the initiative and links to your Country Office page and new campaigns. Leverage the networks and lists you created for future crowdfunding and advocacy campaigns.

Work out loud

Make sure to bring the team together after the end of your campaign to celebrate. And then bring them together again to conduct an After Action Review (click [here](#) for the four essential questions of After Action Reviews, they are great and easy tools to identify lessons). Then share your success, your failures and your lessons with UNDP. We and colleagues around the globe want to hear from you.

We want to hear from you! Kindly contribute to the improvement of this document by posting additional tips or questions & answers on the Alternative Finance Lab website as a comment. We – the Alternative Finance Lab Team – will continuously update the document based on your inputs and experiences. The Alternative Finance Lab Team also provides support to colleagues at every step of the crowdfunding process. Reach us by sending a message to marina.petrovic@undp.org.

Crowdfunding campaign checklist

Items that need to be solved before of during workshop

	Storyline – description of a compelling story indicating the problem, the affected communities and the proposed solution that has been developed
	Pitch video – storyboard for video developed, based on the storyline and it is ready for submission to camera person who makes the video
	Pitch text – written and ready for submission to crowdfunding platform
	Pitch graphics – a list of relevant graphics has been defined and will be commissioned upon return / or a ppt presentation for pitch has been made
	Strategic goal – a strategic goal has been set, including two stretch goals
	Campaign timing – the timing of the campaign has been confirmed (start date and end date)
	Local partner – a reliable and trustworthy local partner has been defined and a Memorandum of Understanding will be sign before the campaign is online.
	Partner is on board – there was a separate meeting with the partner and he/she completely understands the crowdfunding process and is supportive
	Site visit – the site where the project is located has been visited and UNDP personnel has confirmed applicability for crowdfunding
	Platform – the right platform has been selected for the project / one or two more are proposed as an alternative
	Platform Payment – the platform supports payments that most of the targeted crowd is comfortable using
	Platform community – the platform targets the community that is of interest to the project - who is it?
	Fulfillment process – a shipping carrier has been defined and all costs are well known / is shipping included in the price of perks?
	Perks – a list of 7 perks has been developed, plus 3 more perks that emerge afterwards in a campaign
	Campaign Budget – project costs have been calculated including promotional expenses, shipping costs for perks, platform taxes, personnel costs
	Project budget – the project budget has been defined, including a detailed explanation of the usage of funds when the campaign ends

	Timeline – a timeline of activities before the campaign start and during the campaign has been defined - each task has a deadline and accountable person
	Updates strategy defined – there is a clear strategy to post updates during the campaign and materials for this have been prepared (videos etc)
	Contact list – a contact list of 300 emails has been developed (early adapters) and they will be contacted when campaign launches
	Marketing plan – a marketing plan containing a list of bloggers, journalists, relevant Facebook Pages, Twitter Accounts has been developed and ready for use
	Post Istanbul Activities – the exact timeline and activities for doing after Istanbul have been defined

Pitch checklist - our pitch is

	Personal
	Shows the affected communities
	Tells a compelling story
	Makes your hair stand as you watch it
	Tells in first 30 seconds the who,what,where and why
	Is not longer than 3 minutes
	Contains really cool graphics that are easy to understand

Goal checklist - our goal is

	Realistic
	Minimum needed to make the project run
	Backed with two stretch goals
	The costs of making the campaign are lower than 15% of the goal

Team

Name	Commits to allocate hours to campaign (h/week)	Function
		Team leader
		Main project manager
		Main technical officer
		Main community manager
		Supporting staff

Items to be solved after education event

Item	Deadline	Responsible person
Can UNDP accept funds from a CF platform?		
Make sure local partners are on board with the CF campaign		
Create Infographics and visuals to be distributed during campaign. Communication materials (press release, draft emails)		
Find videographer/set dates to visit Nuba/take video		
Launch a Facebook Page for project and launch a FB Event through that page		
Prepare for soft launch of the campaign; create a buzz around it		
Ensure pre-campaign backers		

DRAFT TERMS OF REFERENCE, CAMPAIGN MANAGER

Title: Manager of crowd-funding campaign

Unit:

Level:

Duration:

Responsibilities:

1. Identify and manage a crowd-funding platform. This will involve developing functional specifications, undertaking a comparison of vendors and identifying a platform as well as preparing the launch of the crowdfunding campaign.
2. Liaise with Country Office staff to source projects to feature on the crowd-funding platform.
3. Define priority audiences to target for crowd-funding.
4. Identify opportunities to promote the crowd-funding platform, bring traffic to site and convert visitors into donors –including traditional media, social media and through use of existing UNDP assets.
5. Keep platform up to date and regularly update content –this includes new projects, project updates and donor communications.
6. Prepare and lead outreach activities and materials. Liase with UNDP global Communications Office to coordinate the promotion of the campaign.
7. Prepare regular updates on project progress for UNDP audiences / ‘work out loud’ to share lessons and failures internally.

Qualifications:

- At least 3 years of experience in public relations, communications, advertising or campaign management
- Undergraduate degree relevant discipline
- Experience in successful management of online social media campaigns
- Fluency in English and relevant language
- Experience in international development is an asset

Competencies:

- Integrity and respect for diversity
- Team work

CASE STUDY

UNDP Bangladesh – Resource Mobilization

Crowdfunding Lessons Learned

HELP YOUTH
ACHIEVE
THEIR DREAMS!

“BEFORE THE YES PROGRAMME
I DIDN'T KNOW ABOUT COMPUTER.
NOW I AM STUDYING PROGRAMMING
AND WANT TO BE A BEST
SOFTWARE ENGINEER IN THE WORLD.”

NURUL ISLAM

YES PROGRAMME
..... GRADUATE



Standard
Chartered



CodersTrust



Empowered lives.
Resilient nations.

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Executive Summary

A summary of the campaign lessons learned at each stage of the campaign cycle is included below:

- | | |
|-----------------------|---|
| <u>Select Project</u> | 1) Choose a project that is unique and easy to explain |
| <u>Plan Campaign</u> | 2) Leverage Partnerships to generate mass awareness |
| | 3) Build and maintain a network of potential donors |
| | 4) Form private sector partnerships in the planning phase |
| | 5) Choose the crowdfunding platform carefully |
| | 6) Prepare for contractual challenges |
| <u>Run Campaign</u> | 7) Hire a large, flexible team |
| | 8) Design a scalable programme |

Background: YES Crowdfunding Campaign

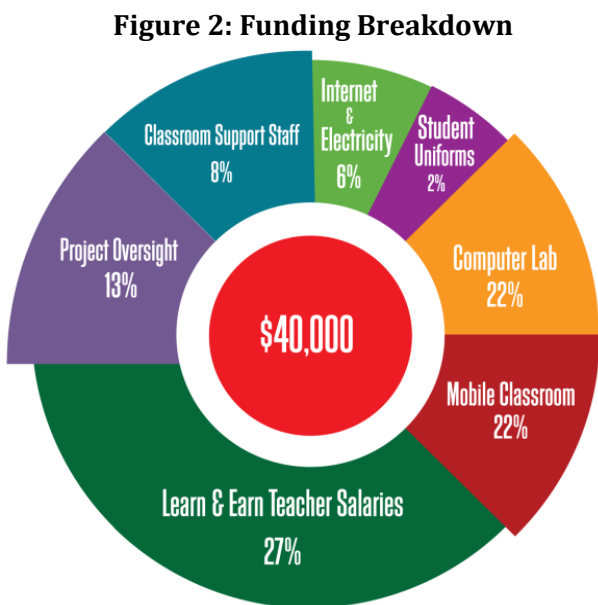
[UNDP Bangladesh](#) launched its first crowdfunding campaign (Youth Employment through Skills) on October 9th, 2016. The Youth Employment through Skills (YES) Crowdfunding Campaign raised USD \$40,000 for a pilot project to combat youth unemployment by providing practical IT training for Bangladeshi youth. Despite the significant gains that Bangladesh has made addressing poverty, almost 1/3 of the population (45 million) still live below the poverty line (IFAD, 2014). In addition, approximately 41% of Bangladeshi youth are NEET: Not Employed, in Education, or in Training (World Bank, 2015). The YES Campaign addresses this pressing need for job creation and skills development.

After 5 events, 60 days, 100,000+ concept video views, 1 million+ social media impressions; UNDP Bangladesh successfully completed the Campaign. With matching funds from UNDP, the team is currently implementing the first YES Mobile Classroom and train 360 Bangladeshi youth IT freelancers. See the breakdown of funding sources in **Figure 1**.

Figure 1: Funding Sources



The resources raised (USD 40,000) will be used to build and fully equip a mobile classroom to train and support to 360 students over a period of six months. See

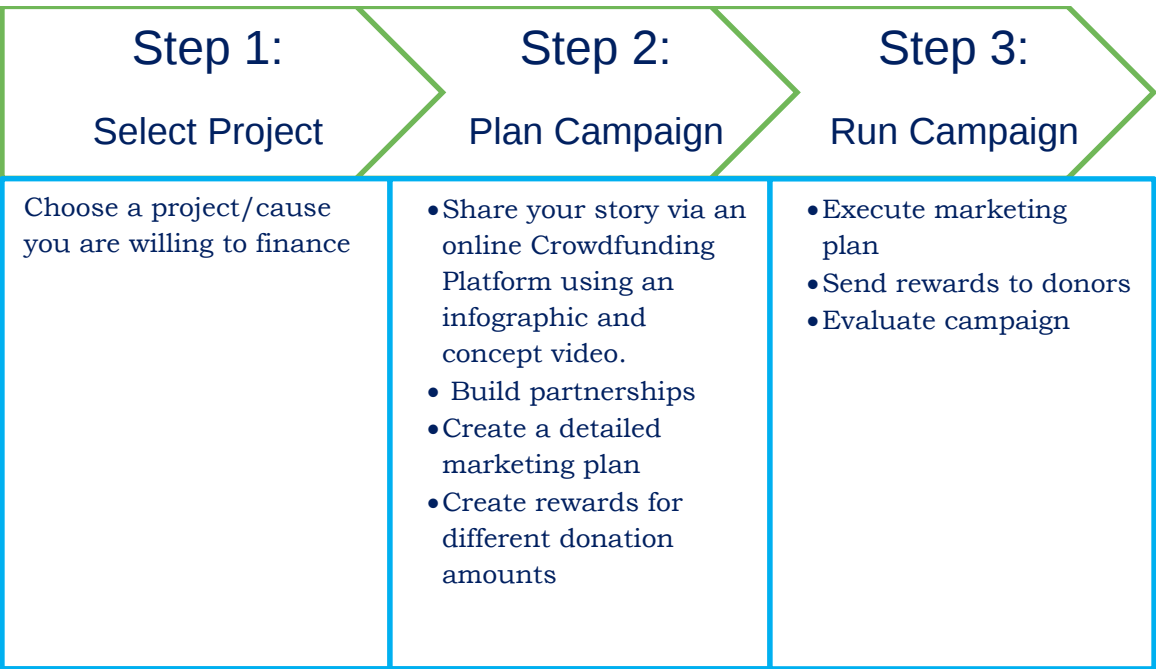


*budget overview in **Figure 2**.* Students will learn basic IT, English language, and client management skills with the support of a full-time mentor. The mobile classroom will contain all required learning tools including desks, chairs, laptops, projectors, connection to the power grid, and internet access.

Overview of Crowdfunding

Crowdfunding refers to raising financing for a venture or project by collecting small donations from a large number of individuals. It typically occurs via an online “Crowdfunding Platform”. These platforms often feature a number of available projects with an online payment tool.

Crowdfunding occurs in three main steps:



Treport is specifically tailored to crowdfunding in a UN context with a focus on Bangladesh. The recommendations are divided across all three steps of the crowdfunding process.

Step 1: Select Project

Lessons Learned 1. Choose a Project that is unique and easy to explain

The Youth Employment through Skills (YES) Campaign was designed to address the challenge of youth unemployment in Bangladesh. The University of Dhaka called the YES Campaign an “exemplary platform [for capitalizing on the demographic dividend]” in a Dhaka Tribune newspaper article (Azam, Tania, Haroon, Nyem, & Priangka, 2016).

Despite addressing the well-documented need for youth skills development and job creation, the YES Programme was not easy to grasp nor sufficiently differentiated to convince individuals with no pre-existing connection to UNDP or CodersTrust to donate. This criticism is borne out in the donor data. 78% of contributors were associated with UNDP and/or the campaign organizers.

In order to avoid this oversight for subsequent campaigns, we recommend conducting a broader call for crowdfunding proposals. The “Project Selection Filter” introduced in Figure 3 below is a simple test which should be applied before selecting future crowdfunding projects. If YES had been subjected to this test it may not have been selected.

Figure 3: Project Selection Filter

Filter	Example: YES Campaign	
Solves a compelling problem	Youth Unemployment & Skills Development are well-known and pervasive challenges facing Bangladesh.	
Easy to grasp	“Online IT Freelancing” is not a job market that many Bangladeshis were familiar with. Hence the proposed solution was confusing.	
Innovative	Building training classrooms isn’t a particularly novel approach. There are also many programmes focused on youth skills development.	

The World Bank has also developed a “Comprehensive Readiness Survey” to screen potential projects by capacity, capability and interest (World Bank, 2015).

It involves a detailed examination of the company’s legal status, business model, financial position, management team, and marketing capabilities. It is significantly more comprehensive than UNDP’s existing private sector screening process and an adapted version of this survey could be extremely useful during the project selection process.

Ultimately the “Project Selection Filter” would assess how compelling each project would be to potential donors and the “Comprehensive Readiness Survey” would assess how capable each project is of co-managing a crowdfunding campaign and how efficiently and effectively they’d implement the funds.

Recommendation:

- Conduct a broad call for proposals (both internally from existing UNDP projects and externally from potential implementing partners).
- Test each project using the “Project Selection Filter” and an adapted version of the World Bank’s “Comprehensive Readiness Survey” introduced above.

Step 2: Plan Campaign

Lessons Learned 2. Leverage partnerships to generate mass awareness

The Youth Employment through Skills (YES) Crowdfunding Campaign received extensive coverage in Bangladesh’s largest newspapers (Dhaka Tribune, Prothom Alo) and radio stations (Radio Frooti, Radio Shadhin). The most encouraging awareness outcome was the 1 million+ online impressions generated by the YES Campaign digital marketing activities. Digital advertising (particularly social media marketing) is already a powerful communication channel in Bangladesh which should continue to grow as the economy expands. Bangladesh already has more than 61 million internet subscribers (BRTC, 2016) and ~80% of internet subscribers use Facebook (BRTC, 2015). In addition to the large and rapidly growing audience, digital marketing also enables precise consumer targeting and offers good value-for-money. For all of these reasons, the YES Campaign highly prioritized this marketing channel.

The most significant social media boosts came from posts or shares from two partners:

1. UNDP Bangladesh’s National Goodwill Ambassador for Youth and Captain of Bangladesh’s Cricket Team– Mashrafe Bin Mortaza;
2. Bangladesh Cricket Board.

In addition to the viral Facebook posts, the partners listed in Figure 4 below all shared the YES Campaign marketing materials with their digital marketing audience.

Figure 4: Promotional Partner Digital Marketing Audience Sizes

Partner	Digital Marketing Audience
CodersTrust	180,000 Facebook Likes
Mashrafe Bin Mortaza	9,000,000 FB likes
Bangladesh Cricket Board	8,000,000 FB likes
Standard Chartered Bank Bangladesh	180,000 FB likes
Better Shelter	60,000 FB likes

Recommendation:

- Use digital marketing / social media to rapidly and inexpensively build awareness;
- Expand your audience by leveraging your partners' channels.

Lessons Learned 3. Build and maintain a network of potential donors

Despite the widespread awareness detailed above, only ~1% of campaign viewers visited a YES donation page, and less than 1% of visitors donated. The team struggled to convert mass awareness into campaign donations.

It typically takes multiple “communications impressions over time to turn prospects into [donors] (Ziesenheim & Chambers, 2003)”. With this principle in mind, marketers repeatedly target the same group of consumers until awareness translates into action. In the YES Campaign, insufficient emphasis was placed on repeating communications with potential donors.

One of the main barriers to re-engagement was a perceived lack of resources to continuously re-contact potential donors. In hindsight, if the YES team had focused on re-engaging with civil society groups, they could have achieved re-engaged a large audience within their budget and human capital constraints.

The majority of civil society organizations maintain an active membership base and communications channels. Follow-up marketing efforts should have repeatedly targeted the heads of those organizations to ultimately organize fundraising efforts and share marketing materials across the entire membership base.

The aforementioned media coverage and digital marketing campaign should significantly simplify the process of scheduling meetings with these organizations for two reasons:

1. Organizations already aware of the campaign will be more likely to accept meeting invitations;
2. Media coverage and mass awareness will demonstrate legitimacy to potential partner organizations.

Future campaigns should go beyond continuously re-contacting organizations by officially partnering with local “ambassador organizations” in the community which could coordinate the majority of local outreach and fundraising efforts. All partner organizations should be encouraged to set concrete funding goal before launch to increase accountability.

Two organizations (University of Cambridge Bangla Students Association and Georgia Tech Bangla Society) both ran fundraising events on UNDP Bangladesh’s behalf. They cumulatively mobilized \$600 USD. It would require 133 similar relationships to fully reach the USD \$40,000 goal.

Each relationship took approximately one hour of individual communication to explain the YES Campaign, discuss fundraising options, and secure commitment. In addition, one intern spent ten working days creating a list of potential organizations to contact and create all sponsorship materials and email

templates for subsequent communication. Hence in order to find, contact and convince 133 organizations, it would require a forecasted 27 working days. While this might seem like a significant time investment, these relationships can be continuously utilized for subsequent campaigns.

Building a network of civil society organizations and individuals is also a more sustainable way to Crowdfund. Once UNDP builds these relationships, subsequent campaigns can continuously re-engage these groups. Existing activities like the UNV-UNDP Youth Platform or the National Earthquake Awareness Campaign already feature significant civil society outreach. Unifying and preserving all of these relationships would result in a useful initial database. Each campaign should endeavour to preserve and grow this network.

Recommendation

- Build a sustainable network of individuals and civil society organizations. Where possible, consolidate pre-existing networks;
- Each crowdfunding campaign should re-engage this network;
- Appoint “Ambassador Organizations” which can advocate and fundraise on UNDP’s behalf across regions;
- Encourage all partner organizations set concrete fundraising goals to create accountability.

Lessons Learned 4. Solicit Private Sector Partners in Planning Phase

Crowdfunding Campaigns are excellent opportunities to build new private sector partnerships. Private Sector partners are attracted by these highly publicized projects that they can access for a relatively low investment.

Crowdfunding best practices suggest raising a minimum of 30% of the funding goal pre-campaign in order to launch with momentum. Private sector partners are the perfect party to pre-mobilize resources from because they can provide both money AND access to marketing channels.

The YES Campaign successfully did this well. The team approached more than ten leading private sector organizations and received UNDP Bangladesh’s first donations from Standard Chartered Bank Bangladesh and Better Shelter.

Recommendation

- Approach Private Sector Partners to secure at least 30% of your fundraising goal before campaign launch;
- Leverage Private Sector Partner’s marketing resources to further publicize the campaign. This also benefits the private sector partner’s goal of generating positive publicity for their donation.

Lessons Learned 5. Choose your Crowdfunding Platform Carefully

There are many popular crowdfunding platforms to choose from. Ultimately, the UNDP YES Campaign selected two platforms for each of their two target markets: Projekt.co in Bangladesh; Indiegogo for donors from abroad. This met the contractual requirements (see above) but was slightly confusing for donors.

The most widely-used and sophisticated global crowdfunding platforms also weren't able to accept donations from Bangladeshi bank accounts. Hence to accept payments from both of our target markets (Diaspora outside of Bangladesh and affluent donors within Bangladesh) the team was forced to use both platforms. In hindsight, Indiegogo probably was not the right global platform. It didn't generate enough new traffic or improve the conversion rate enough to justify the 8% transaction fee.

For subsequent campaigns, this report recommends carefully scrutinizing each option and considering the selection criteria below:

Crowdfunding Platform Selection Criteria:

1. Does the platform already have a critical mass of active donors? How many of these pre-existing donors will contribute to your campaign?
2. Does the platform appear trustworthy and legitimate? Would individuals feel comfortable donating through the platform?
3. Which platforms pose the least legal/regulatory risk?
4. Which platform is most suitable for our target market?
5. Does the platform accept payments from your targeted donors?
6. Which platform best complements the implementing partner's business model? (E.g. If your project involves selling products, does the platform support e-commerce)?
7. What are the platform costs? Do the forecasted advantages outweigh the costs?

Rather than choosing from a number of imperfect platforms, UNDP Bangladesh should also examine developing an in-house Crowdfunding platform capable of collecting both domestic and global contributions. UNDP Lebanon (*Live Lebanon*) and UNDP Yemen (*Yemen Our Home*) have both created dedicated in-house Crowdfunding platforms. *Live Lebanon* is a global best-practice which "allocated more than USD 2.2 million between 2009 and 2014 towards local development initiatives in Lebanon which reached over 220,000 direct beneficiaries" (UNDP, 2016).

Recommendation

- Select the Crowdfunding platform carefully. Consider the **Crowdfunding Platform Selection Criteria** when evaluating each option;
- UNDP Bangladesh should examine creating a crowdfunding platform similarly to *Live Lebanon* and *Yemen Our Home*;
- Local Bangladeshi platform options are limited – Projekt.co is the only currently viable partner.

Lessons Learned 6. Prepare for Contractual Challenges

There were a number of contractual constraints that we uncovered throughout our journey. These are detailed in Figure 5 below alongside the recommended solutions.

Figure 5: Contractual Delays and Recommended Solutions

Challenge	Description	Solution
Accepting Funds from Private Sector Partners	YES team worked directly with the Legal Office and BERA to create a contractual arrangement that fit within UNDP's templates but met our donor's contractual requirements. This was an arduous process that should thankfully streamline future donations but delayed our launch significantly.	Warn private sector organizations in advance that they'll have to use UNDP's template. Use <i>Financial Contribution Acceptance</i> template.
Collecting Donations	UNDP Bangladesh isn't authorized to collect charity donations.	Use <i>Institutional Agreement</i> to authorize implementing partner to collect donations on UNDP BD's behalf.
Accepting BDT Donations	Bangladesh Central Bank rules make it challenging for local bank account holders to donate BDT to international accounts.	Instruct local implementing partner to use a local Crowdfunding Platform (Projekt.co). Unfortunately this local platform does not accept international payments so you'll have to use a separate global platform (e.g. Indiegogo) to collect global donations.

Step 3: Run Campaign

Lessons Learned 7. Hire a large, flexible team

The majority of Crowdfunding tasks are labour intensive but not overwhelmingly complex. While it is helpful to have one experienced campaign manager to oversee a work-plan and form strategic partnerships, the majority of tasks can be completed by part-time staff, interns, and/or volunteers looking to gain meaningful experience. These tasks include:

- 1) Contacting and coordinating with hundreds of civil society organizations;
- 2) Planning and organizing multiple events within 40-60 days;
- 3) Customer service support;
- 4) Writing short blog posts.

Even the media and graphic design materials for the YES Campaign were capably produced by two Dhaka University V-Act Volunteers. V-Act! Is a flexible volunteer modality offered in Bangladesh (and in Sri Lanka as V-Force) by the United Nations Volunteers Field Unit. V-Act! Volunteers are youth engaged on a volunteer basis to support UN Agencies.

Hence where possible, this report recommends using a broader, more flexible labour to maximize the size of the team for a given budget.

Recommendation

- If you are running a campaign with a small budget, you only need one manager (who can likely manage up to 3 campaigns) and the rest of the positions can be staffed using part-time staff, interns or volunteers;
- Masters Students with Communications Experience (Graphic Design, Videography, etc.) serve as excellent support staff because the majority of tasks are labour intensive but don't require specialized skills beyond communications;
- UNV has a roster of University Students with communications experience which can be hired through a V-Act Volunteer modality.

Lessons Learned 8. Design a scalable programme

Before you even launch our campaign and throughout the execution phase, crowdfunding teams should have a clear vision for project expansion. Donors and prospective partners want to maximize the impact of their contributions and believe they are donating to something that could have a massive impact. Scalable campaigns also serve as excellent pipeline projects for UNDP BD.

YES was designed from day one to be nationally scalable and the long-term vision of training 100,000 IT freelancers was communicated through many of the marketing materials as well as to prospective partners.

Current YES Campaign private sector partners will lend their technical expertise to the implementation phase of the pilot and the team will solicit new partners to fund further expansion. Standard Chartered Bank will offer corporate volunteers (via the V-Act! Corporate volunteer modality) to provide English and basic financial literacy training to our young freelancing graduates (many of whom are newly financially included). Better Shelter (the organization that provides hundreds of thousands of shelters for UNHCR) is using this project as a case-study for their very first classroom “application. These sturdy, disaster-proof shelters can be fully functional in less than a week; significantly accelerating the pace with which the YES Programme can expand across Bangladesh.

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