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### **EVALUATION OF FUNDRAISING AND GRANTWRITING AS INSTRUMENTS OF FINANCIAL SUPPORT FOR THE DEVELOPMENT OF TERRITORIAL COMMUNITIES**

**Abstract.** The article focuses on the study of fundraising and grantwriting, their role in the context of war and in the implementation of projects at various levels, including at the level of territorial communities. The reasons for limiting the funding of socially significant projects, which necessitate the search for alternative sources of financial resources, are indicated. It is noted that fundraising is not widespread in Ukraine and is often associated with charity and social projects. The importance of understanding that fundraising and grantwriting as tools for financial support for the development of territorial communities can be used not only for charity, but also for commercial projects and attracting investors is considered. The structure and possibilities of fundraising for the restoration and development of territorial communities are considered. Attention is paid to the conditions for applying fundraising technology in the activities of territorial communities. Risks and obstacles, as well as chances and opportunities for Ukrainian realities in the context of war are analysed. The expediency of choosing a specific fundraising tool is substantiated, taking into account the duration of the project, effectiveness, cost of the organisational stage and available financial resources. A number of key benefits of using fundraising tools for implementing local projects are highlighted. The factors that can stimulate or limit the development of fundraising are summarised. The use of fundraising tools as a mechanism for improving the decision-making process for the implementation of local projects is proposed.

The article substantiates measures to form social partnerships, expand fundraising opportunities, promote charity and philanthropy, and ensure the reliability of information and transparency of financial reporting. These conclusions



can serve as a basis for developing strategies and programmes for NGOs aimed at increasing the effectiveness of fundraising and ensuring the sustainability of their financial activities.

**Keywords:** territorial communities, fundraising, grantwriting, risks, financial support, mechanism for attracting financial resources, project, extra-budgetary resources.

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## **ОЦІНКА ФАНДРЕЙЗИНГУ ТА ГРАНТРАЙТИНГУ ЯК ІНСТРУМЕНТІВ ФІНАНСОВОГО ЗАБЕЗПЕЧЕННЯ РОЗВИТКУ ТЕРИТОРІАЛЬНИХ ГРОМАД**

**Анотація.** У статті зосереджена увага на дослідженні фандрайзингу та грантрайтингу, їхньої ролі в умовах війни та в реалізації проєктів на різних рівнях, зокрема на рівні територіальних громад. Вказано на причини обмеження фінансування суспільно значущих проєктів, що обумовлюють необхідність пошуку альтернативних джерел фінансових ресурсів. Зазначено, що фандрайзинг не є широко поширеним в Україні і часто асоціюється з благодійністю та соціальними проєктами. Розглянуто важливість розуміння, що фандрайзинг та грантрайтинг, як інструменти фінансового забезпечення розвитку територіальних громад можуть бути використані не лише для благодійництва, але й для комерційних проєктів та залучення інвесторів. Розглянуто структуру та можливості фандрайзингу для відновлення та розвитку територіальних громад. Звернуто увагу на умови застосування технології фандрайзингу в діяльності територіальних громад. Аналізовано ризики та перешкоди, а також шанси та можливості для українських реалій в умовах війни. Обґрунтовано доцільність вибору конкретного інструменту фандрайзингу, враховуючи тривалість проєкту, результативність, вартість організаційного етапу та наявні фінансові ресурси. Підкреслено ряд головних вигод від застосування інструментів фандрайзингу для реалізації проєктів місцевого значення. Узагальнено фактори, які можуть стимулювати або обмежувати розвиток фандрайзингу. Запропоновано застосування інструментів фандрайзингу як механізму покращення процесу прийняття рішень стосовно реалізації проєктів місцевого значення.

Обґрунтовано заходи щодо формування соціального партнерства, розширення можливостей фандрайзингу, популяризації благодійності і



меценатства, а також забезпечення достовірності інформації та прозорості фінансової звітності. Ці висновки можуть служити основою для розробки стратегій та програм для громадських організацій, спрямованих на підвищення ефективності фандрайзингу та забезпечення стійкості їх фінансової діяльності.

**Ключові слова:** територіальні громади, фандрейзинг, грантрайтинг, ризики, фінансове забезпечення, механізм залучення фінансових ресурсів, проєкт, позабюджетні ресурси.

**Problem statement.** Despite the ever-growing volume of social initiatives, Ukraine is significantly lags behind other countries in terms of the number, volume funding and performance indicators in terms of the effectiveness of the implementation of priority social and economic measures and programmers. In the context of the systemic economic crisis and, as a result, the constant reduction in funding for Ukraine's social sector, fundraising for social projects can become an adequate means of ensuring the development of social services in local communities and the formation of an active civil society. Implementing new creative ideas requires finding sources of funding. In the pre-war period, many individuals and organizations in Ukraine had to apply for grants. In the context of the war, the situation is changing, as resources are needed, on the one hand, to fight the war and provide humanitarian aid to the victims, and on the other hand, to promote economic development by supporting existing or starting new businesses.

It is the development of fundraising and grantwriting for social projects in Ukraine that should help to institutionalise such activities and, ultimately, influence the solution of urgent social problems in the restoration of the territorial community.

**Analysis of the latest research and publications.** A significant number of scholars have studied the use of fundraising tools to implement local projects of local importance for territorial communities. Currently, technologies and mechanisms of grant support (so called project management, project management, fundraising, grantwriting, etc.) a fairly large number of works. For experts in countries with developed economies, fundraising is a common procedure: grant or venture capital funds announce competitions, and the winners receive funds. The study of fundraising is carried out by domestic and foreign scholars, namely: A. Tarasov, S. Kuts, N. Tyurina, N. Karvatska, T. Nazarchuk, O. Kobzarev, V. Ogorodnyk, V. Kozak, M. Delini, T. Artemyeva, A. Balashova, O. Bashun, T. Bogolib, A. Douglas, L. Zolotova, O. Ovsyanyuk-Berdadina.

**The purpose of the article is to** analyse the peculiarities of fundraising and grantwriting in Ukraine as instruments of financial support for the development of territorial communities and to evaluate their results in order to identify areas of optimal application.

**Presentation of the main material.** The development of fundraising and



grantwriting contributes to the effective activities of non-profit and public organisations that need to constantly raise financial resources to achieving priority goals in certain areas.

The participation of citizens in local self-government processes is a prerequisite for the civilised democratic development of any state. The Laws of Ukraine "On Local Self-Government in Ukraine" [1] and "On Voluntary Amalgamation of Territorial Communities" [2] define a wide range of forms of public participation in local self-government, with a special place among them occupied by voluntary amalgamation of territorial communities.

Grantwriting is a technology for writing projects (applications) to obtain funds for a specific project.

Grantwriting is the art of writing projects for non-repayable financial assistance, which includes a whole range of professional skills in project management, analytics, planning, risk management, marketing, PR management, business communication, and document management. The main thing in this case is to convince the grantor that your project is the most relevant and competitive and that your team will be able to effectively implement it.

According to leading scholars, the small amount of revenues does not allow regional authorities to be financially independent and act in the regions, influencing socio-economic processes. Access to debt markets is constrained by high interest rates, which exceed the burden on local budgets. Revenues from municipal enterprises do not always cover the costs of their maintenance, and the mechanism of using budget funds does not ensure that public needs are met [3].

At the present stage, among all the known instruments for attracting financial resources, fundraising has already proven to be an effective tool in the structure of potential sources of funding. In this case, a non-profit project should be understood as a set of planned activities united by common goals aimed at achieving a social effect rather than making a profit.

Fundraising is the process of raising money and other resources (human, material, informational, etc.) that an organisation cannot provide on its own and that are necessary for the implementation of a particular project or its activities in general. Fundraising is the search for resources (people, equipment, information, time, money, etc.) to implement projects and/or maintain the existence of an organisation.

Fundraising is the process of raising funds and other resources for the implementation of specific tasks or projects, as well as to support the activities and the existence of the organisation as a whole [4].

Fundraising is a broad field of activity that covers the attraction of various sources of funds: donor, membership, and charitable. This type of activity is also called grantwriting [5].





Fundraising, as the newest mechanism for raising financial resources, is intensifying its activities in Ukraine, and at the same time, the category of fundraising is being radically redefined, which is interpreted not as raising financial resources to cover its existence, but as an invitation to investors, sponsors, and patrons to participate in socially important local projects.

Fundraising is not widespread in Ukraine and is associated with charity, philanthropy and social projects. However, it is important to understand that fundraising is also about raising resources for commercial projects, finding a financial sponsor, barter sponsor, or investor.

For specialists from countries with developed economies, fundraising is a common procedure: grant or venture capital funds announce competitions, and the winners receive funds.

The interpretation of the concept of fundraising is multifaceted and is considered in the scientific literature from different angles. In our opinion, the category of fundraising from the perspective of professional activities to mobilise financial and other resources from various sources will be most clearly identified in the studied category for the implementation of socially significant and non-profit research projects that require special knowledge and fundraising skills, which can influence the adoption of a positive donor decision [6].

In this case, the fundraising campaign, in accordance with the goals, determines the tasks of project and operational fundraising. Project fundraising is aimed at raising financial resources to implement projects and programmes. It encourages increase in donor demand, as funds are spent on the implementation of a specific project with clearly defined tasks and cost items, and the result of fundraising is the achievement of a specific social effect. For donors such investments are considered acceptable, convenient for reporting and determining the effectiveness, possible receipt of additional benefits, and improvement of the company's image in case of successful project implementation.

As a result of the research, it has been established that everything related to the financing of territorial development programs in Ukraine is focused on financing the works provided for by the program (which has already been developed or should be developed). The issue of financing the work on developing the program, managing its implementation and evaluating the results is not regulated at all. The situation is similar to the one when we plan to ride a car somewhere, we pay attention to the question of the availability of a car, its condition and cost, and completely ignore the issue of the driver of the car and his ability to manage it. In such a situation, it is very difficult to expect results, that is, to arrive at the final destination, which is the result of the territorial development program. The system of legislation on urban planning states that «... financing of works on the planning of territories at the state level, the development of regulatory documents on planning and development of



territories, the implementation of priority research work is carried out at the expense of the State Budget of Ukraine.» Accordingly, it is determined that financing of works on planning of territories of local subordination is carried out at the expense of local budgets [7].

Thus, the need for a project arises when a particular situation does not satisfy the community residents, and a certain part of the community (public authorities, NGOs, initiative groups) seeks to change it in the face of a shortage of resources (time, money, human resources).

The sequence of actions of any team from project launch to its full completion is approximately the same for any project, regardless of whether it is a simple or complex project, large or small, involving several people or a large group.

O. Grabchak notes that fundraising is a conscious and voluntary mobilisation of internal and external resources for the implementation of socially useful initiatives [8].

Today, grants are increasingly becoming the main source of funding for projects and programmes of cooperation for the restoration and development of territorial communities.

M. Sbruyev, studying the technology of grant awarding, is convinced that the research grant has become a mechanism for the distribution of not only economic resources, but also scientific capital. He considers grant competitions as a space of "high competition between scientists and research teams" [9].

The researcher identifies a significant number of research grants (in particular, those that are the most common in the United States, as the country with the most developed system of grant support for scientific research):

- 1) grants for individual research;
- 2) grants to universities for research;
- 3) grants for
- 4) scholarships for young scientists;
- 5) awards of various kinds;
- 6) scholarships for postgraduate students;
- 7) access to libraries;
- 8) scholarships for doctoral students;
- 9) awards for young scientists;
- 10) grants for participation in conferences;
- 11) personal development of scientists;
- 12) grants for establishing foreign contacts;
- 13) post-doctoral scholarships;
- 14) scholarships for Principal Investigators;
- 15) grants for conferences;
- 16) funding for dissertations;
- 17) development of links between universities and private business [9].



Charity and fundraising continues to develop. The main work of the public sector is to using private action to help the public.

Fundraising is the process of seeking and collecting voluntary financial contributions through the involvement of individuals, businesses, charitable foundations or government agencies. While fundraising usually refers to attempts to raise money for non-profit organisations, it is sometimes used to identify and attract investors or other sources of capital for for-profit enterprises. Traditionally, fundraising has consisted largely of asking for donations through face-to-face fundraising, such as door-to-door fundraising. However, in recent years, new forms have emerged, such as online fundraising or a reformed version of grassroots fundraising. Fundraising is an important way for non-profit organisations to raise money for their operations. These operations can relate to a very wide range of issues, such as religious or philanthropic groups, such as research organisations, public broadcasters, political campaigns and environmental issues.

One of the main elements of fundraising is the process of seeking for grant funding. A grant is money provided by a funder to an the final organisation. Often, this grantor is a government agency, a charitable foundation or a specialised grant-making institution. Funds are provided to an individual organisation (usually a non-profit organisation, sometimes a business or local government) for a specific purpose related to the public benefit. Unlike loans, grants are not repayable.

Grant writing is the practice of completing the process of applying for a financial grant from an institution such as government department, corporation, foundation or trust. Such application processes are often referred to as either a grant proposal or a grant application. To successful grant writing requires a clear understanding of grants [10].

The recent economic crisis following the COVID-19 pandemic restrictions has led to such a sharp decline in donor funding that it has created serious financial challenges for many NPOs in Ukraine and globally. The management of economic resources is crucial for the sustainability of NPOs, and the current reduction in available funding has highlighted the importance of financial management for the sustainability of NPOs in difficult economic conditions.

Despite the fact that the principles and framework for grantmaking are widely are widely applied, successful grant writers are able not only to mobilise knowledge about the form and content of proposal documents, but also the intertextual connections of a particular proposal with other related documents (e.g, funding organisation's own mission statement and ongoing projects, correspondence with organisation's staff, supplementary materials, budgets, general and organisation-specific organisation's general and specific writing guidelines, etc.).

The stages of creating a grant proposal usually include:

- 1) Analysis of the target audience of the proposal.
- 2) Analysing the purpose of the proposal.



- 3) Gathering information about the subject of the proposal.
- 4) Writing the proposal.
- 5) Finalising the proposal.
- 6) Reviewing, editing and proofreading the proposal.
- 7) Submission of the proposal.
- 8) Waiting for the results [9].

Once funding is received, the process of project implementation follows, and after implementation, reporting is required, both to the Ukrainian tax and statistical services and to the donors.

Thus, grantwriting and fundraising is a multi-stage process that is complicated by economic crises, competition and the complexity of this work.

Grantwriting is defined as the art of writing business projects to obtain non-repayable financial assistance. Grantwriting technologies - writing grant applications, organising the interaction between grant seekers and grantors are covered in detail. Most experts believe that an active and competent position of a grant seeker as the main factor of success in this area. This position is to have:

- 1) a clear understanding of the purpose, objectives, level of complexity, timing and expected results of the of the research project; the amount of resources required: financial, material, intellectual, time, etc;
- 2) a well-thought-out algorithm for searching for potential sources of funding with due regard for the applicant's geographical location;
- 3) Understanding the policy, intentions and objectives of the funds selected as a result of the search;
- 4) understanding the logic of the experts who select applications;
- 5) fruitful interaction with an experienced grant writer-consultant;
- 6) quality of the application presentation: convincing in the formulation of relevance, scientific significance, professional and linguistic literacy, compliance with the requirements of the volume and style of presentation;
- 7) convincing in proving the benefits of the project for your country, as the goal of most international funds is to help a specific of international funds is to help a particular country;
- 8) the reality of implementation and economic prudence of the project [9].

Local authorities hardly ever use various mechanisms to finance the solution of social problems of the community, except for budgetary funds of various levels. The use of various fundraising instruments to attract extra-budgetary funds, such as those held by non-governmental organisations, remains outside the attention of officials. By applying such tools, local authorities can significantly expand opportunities for implementing the necessary programmes and projects for the restoration and development of territories, so ideally, fundraising should be used systematically.

It is important to note that in some regions of Ukraine, one-day fundraising workshops have been held for representatives of different communities, but such



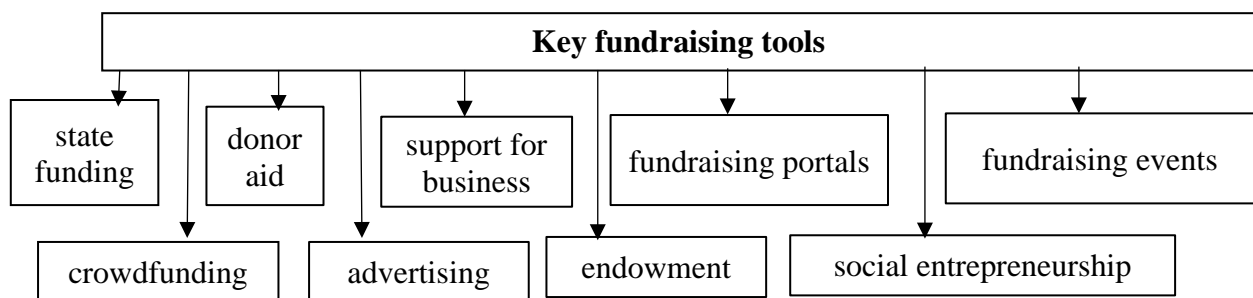


events are not enough to properly disseminate successful experience in raising additional extra-budgetary funds. However, local authorities do not necessarily have to do this on their own; the best solution is to engage external experts from consulting firms.

As a rule, grantwriting firms are expected to provide a wide range of services: to help researchers effectively manage grant programmes, ensure the highest standards of reporting, take care of the bureaucratic and formal details of grant management, and save researchers' time and effort for creative and productive work. The priorities of such a firm should be: maintaining high quality standards of work; building long-term relationships with clients based on mutual respect and trust; ensuring a high degree of service reliability and compliance with ethical standards [9].

Development of fundraising at the level of territorial communities in Ukraine is characterised by a number of factors that stimulate and limit its implementation. The main factors that influence the success of a fundraising campaign include the following: a positive image of the community formed in the process of communication with representatives of the donor organisation; experience of scientific cooperation with business structures; experience of cooperation with other charitable organisations; presence of well-known political or cultural figures among the members of the recipient organisation; a well-designed project; the presence of personal qualities of a specialist of a fundraising specialist, namely the ability to tell and and persuasion skills [11].

At the same time, the limiting factors for the development of fundraising are: the use of "forced charity" in public educational and medical institutions, etc.; the lack of a single information centre that would provide information about charitable organisations and their representatives, verify the legality and appropriateness of their existence, and provide legal assistance, etc.; "misuse" of charitable funds and the lack of punishment for project participants; financial institutions do not inform persons opening charitable accounts about the purpose of their donations. As a result, these factors create a persistent distrust and general misunderstanding of the meaning of charity and the implementation of fundraising in Ukrainian society. The main fundraising tools include the following, as shown in Fig. 1.



*Fig.1. Key fundraising tools [9]*



Along with fundraising and grantwriting, there is such a financial mechanism as crowdfunding, which is the attraction of funds for the implementation of projects (cultural, social, commercial, political, creative and personal) from many individuals (English: "crowd" - crowd, "funding" - funding). Crowdfunding platforms on the Internet help to raise these funds. Shareholders (sponsors) can receive a non-financial reward for their donation (a souvenir, gratitude, pre-order of a product, etc.) or financial (royalties, shares, etc.) [12].

It is believed that crowdfunding differs significantly from other types of financing - charitable donations (in that it implies a specific reward for a contribution to the project; in that the motive for providing funds is primarily the desire to support a promising and strong project, not pity and compassion); credit (the and compassion); loans (no risks); grants (the project author sets the rules of the game, the terms of fundraising no grant agreements with the donor, etc.); investments (crowdfunding projects do not involve shareholders' interference in creative or business processes, do not involve the transfer of a company's share or deductions interest from sales of the future product).

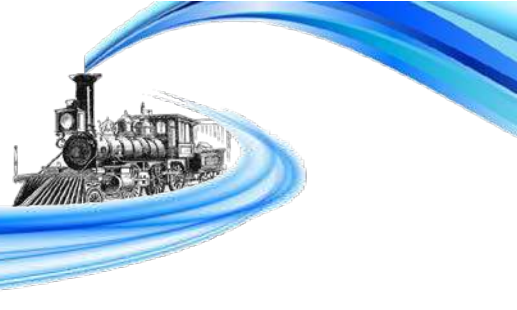
As noted above, public funds mainly finance all decentralisation and local self-government projects, and fundraising helps to solve socially significant problems, increase the welfare of the population, improve their quality of life, improve health, and raise the consciousness of the country's citizens [13].

Territorial communities can receive donor assistance from international funds upon successful submission of a project application, where a significant number of donor agencies can provide funds without announcing a competition with a clearly defined deadline. Therefore, competitions of embassies of developed countries, competitions of EU and UN institutions, international and regional banks, as well as competitions of governmental of foreign countries [14].

The fundraising mechanism also includes modern means of disseminating information using digital data transmission and visual stimuli to attract a large audience to solve social problems. Implementation of fundraising projects involves an extensive promotional campaign based on the use of all types of media, NGOs, and PR companies to disseminate information about the project and the relevance of its implementation, emphasising the importance of the contribution and status of each of its participants.

Risks and obstacles to fundraising in the context of the war in Ukraine include:

- evacuation of important staff and project team members from the war zone to western Ukraine or abroad: payment of housing costs for relocated Ukrainian specialists;
- Differentiation/diversification of the Ukrainian project portfolio: business can and does operate in safe Ukrainian cities;
- changing consumer priorities: business losses;
- reputational risks - the team includes citizens of the aggressor country or funding of the previous stages by the invader's funds. Alternative buying out a share



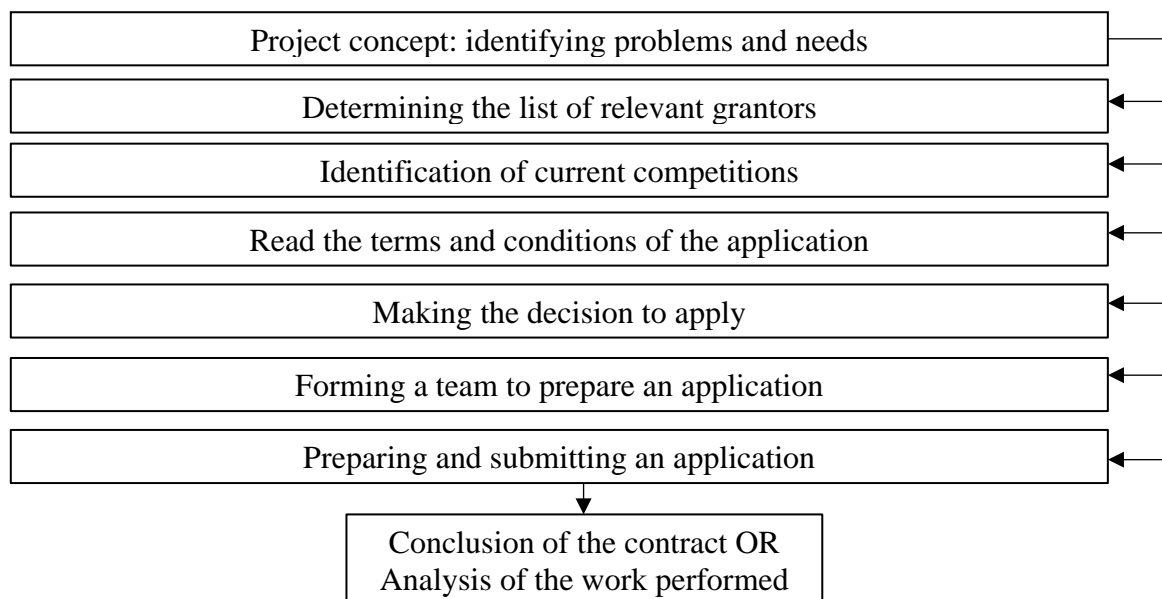
of the project or agreeing to leave the team;

- potential risk of pre-financing of European and American startups with Russian money: sale of shares toxic investors;

- conditions for Ukrainian companies aimed at the global market have not changed: funders are looking for startups/projects that have worked and working for the US, EU or Asia.

Let's look at the chances and opportunities for Ukrainian startups in terms of sources of funding, i.e. fundraising. As of today, the industry is coming out of its state of shock and is dealing with new realities and potential opportunities. The army and military ammunition are currently the most relevant areas for investment. Military adjustments require new risks to be taken into account, which means that fundraising for Ukrainian startups is taking longer and slower. However, investment is still happening today, for example, in highly specialised projects related to cryptocurrency or decentralised technologies. Small amounts of financial resources can be obtained from funders in Ukraine, while large amounts and acquisitions are difficult. In addition to military risks, discounts and limited demand should be taken into account. There are funds that have changed their investment terms. Offers are open from Polish and Estonian funds. Among the wartime initiatives is a \$5 million fund from Google for Startups, which will be managed by the Polish accelerator Huge Thing. The plan is to finance 50 startups by the end of 2022. The money will be used to restore businesses damaged by the war and to develop new products that are relevant during the fighting [11].

The development of any project begins with the identification and analysis of problem situations - real difficulties or untapped opportunities (Fig. 2).



**Fig. 2.** Grantwriting and fundraising as tools for project preparation and implementation [14]



A problem should be defined as an existing negative situation, not the absence of a desired situation. There must be evidence that the problem actually exists. The problem must be clearly defined and solvable. That is, it can be solved with grant funds (possibly with co-financing).

An endowment is a financial instrument that provides that communities, having received funds from the endowment provider, invests them, and the income received is directed to the goals provided by the endowment provider related to the development of social infrastructure on a charitable basis. Thus, an endowment secures the financial stability of charitable activities by receiving guaranteed passive income, creating a long-term source of funding for certain non-profit activities [15].

The most dominant goal of fundraising is to attract new donors and feedback from those who have participated in the process. The cause and effect relationship in fundraising for business development from donor sources is more expedient to receive stable and systematic small than large, but rare, financial receipts [16].

**Conclusions.** Ukraine's involvement in the global "grant space" through special financial mechanisms of fundraising and grantwriting will contribute to both an increase in extra-budgetary revenues to finance research and improve the material and technical support of individual institutions and organisations, as well as the development of scientific potential, more rational organisation of research and development, and a developed system of commercialisation of scientific results.

Today, there is no single way to guarantee funds for the implementation of project ideas. Fundraising is a complex, long-term and step-by-step activity that can lead to productive and long-term cooperation with foundations, research organisations or public initiatives.

Fundraising is a process of seeking resources aimed at achieving a common goal or solving a problem in a more global context.

Fundraising and grantwriting technologies will allow attracting external funding (and, as you know, the financial stability of any organisation depends on the number of ways to earn money, and multichannel financing depends on the diversification of services); scientific partnerships provide an opportunity to gain new experience, establish new connections; work with grants is evidence of prestige, a certain level of competence of the organisation.

A promising area for further research on the issue is to master the tools of fundraising and grantwriting and to understand the differences between tools for different categories of donors, which is of both scientific and applied value, and to develop an optimal methodology that will allow, through cooperation and mutual benefit from the implementation of projects of local importance to territorial communities to implement social policy.

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